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Thatcher leaves for round the world trip

By Margaret van Hattem

MRS MARGARET THATCHER, accompanied by Sir Geoffrey Howe, the Foreign Secretary, leaves Britain this afternoon for a six-day round the world trip which includes visits to Peking, Hong Kong and the U.S.

The party will arrive in Peking on Tuesday night. The following day Mrs Thatcher will sign the agreement under which the sovereignty of Hong Kong will revert to China on July 1, 1997.

Mrs Thatcher will meet Deng Xiaoping, Premier Zhao Ziyang and other Chinese leaders for talks on East-West relations and trade, in particular the Guang Dong nuclear project, in which negotiations for British involvement are well under way.

In an interview with the New China News Agency, published yesterday, Mrs Thatcher said Britain was also anxious to discuss the steps necessary to enable Hong Kong to continue its role in international forums such as the General Agreement on Tariffs and Trade and the Multi-Fibre Arrangement.

In Hong Kong on Thursday, Mrs Thatcher will address a joint session of the colony's executive and legislative councils and will hold a press conference on Friday before flying, via Guam and Honolulu, to the U.S.

After breakfast on Saturday morning with Mr George Bush, the U.S. Vice-President, she will meet President Reagan at Camp David for talks which are expected to centre on arms control and disarmament.

Mrs Thatcher will round off her tour with a Press conference in Washington on Saturday afternoon and will return to Britain - having logged 54 hours' flying time in six days - on Sunday afternoon.

OVERSEAS NEWS

Uruguay creditors defer \$120m debt repayment

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT

URUGUAY'S leading commercial bank creditors have agreed to defer temporarily repayment of some \$120m (£100m) in debt falling due during the first half of next year, Citibank announced in New York over the weekend.

The deferral is designed to give the new government of Sr Julio Sanguinetti time to reach agreement with the International Monetary Fund on economic stabilisation measures and to negotiate a permanent rescheduling arrangement with commercial bank creditors.

The seven-bank advisory group, chaired by Citibank, which spearheads negotiations with Uruguay, has now teleaxed all the country's 80 creditor banks inviting them to agree to the temporary deferral.

This should cause few problems since Uruguay has serviced promptly its previous \$89m rescheduling package agreed in July last year. It has told its creditor banks it intends to remain current with interest payments as the fall due.

Colombia has begun informal soundings with a group of 12 leading creditor banks on ways to meet a commercial bank financing requirement expected to total some \$700m in 1985.

Bankers say that Colombia, which has a total debt of some \$1.5bn and gross reserves of \$1.5bn, still wants to avoid a formal rescheduling, but needs a co-ordinated approach to the raising of new money because of the generally poor climate for

Latin American loans. "Their problem is that they live in a good house in a bad neighbourhood," said one banker who attended talks with top Finance Ministry and Central Bank officials in New York. The 12 banks at these talks were selected because of the size of their existing loan commitments to Colombia and comprise: Bank of America, Bank of Tokyo, Bankers Trust, Barclay's, Banque Paribas, Chase Manhattan, Chemical, Citibank, Industrial Bank of Japan, Manufacturers Hanover, Midland, and Royal Bank of Canada.

The group is expected to meet again in late January at talks also to be attended by the IMF and the World Bank. Colombia has proposed that the World Bank should play an enhanced economic monitoring role in disbursing fresh money loans from banks to progress with World Bank projects in the coal and oil sectors.

This type of economic monitoring is normally left to the IMF, but Colombia is not seeking any IMF loans and relies heavily on World Bank finance. New money loans from banks next year would be designed to finance energy-sector projects, particularly in the coal sector which has large export potential.

Reuter reports from Quito: The steering committee of Ecuador's creditor banks has agreed to reschedule about \$4.5bn of public sector foreign

debt and to provide more than \$1bn in fresh finance, President Leon Febres Cordero said. A team of Ecuadorian negotiators ended talks in New York on Friday with the committee representing the country's nearly 400 creditor banks. "The committee... has formally accepted our request to reduce part of the Government's public debt," Sr Febres Cordero said.

The banks also agreed to disburse \$350m in new finances and to open a credit line for \$700m to reactivate foreign trade. The \$4.5bn, originally maturing over the next five years, have been restructured over 12 years with three years' grace at a saving for the country of nearly \$150m in service payments, Sr Febres Cordero added.

Government officials said the Ecuadorian team would stay in the U.S. this week for talks with the IMF on a \$170m standby arrangement.

Canada's James reports from Kingston: The International Monetary Fund has granted Jamaica a waiver of performance criteria which the island's economy has failed to meet.

Under a current agreement which gives the island access to a package of \$143m in IMF credits, the external arrears should have been \$70m at the end of September. They were \$74.6m.

The waiver will allow Jamaica access to delayed tranches.

New Belize PM seeks investors

BELIZE CITY—Belize's Prime Minister-elect, Mr Manuel Esquivel, has pledged to open his sparsely-populated country to foreign investors and has called for closer economic ties with the U.S.

"We will pursue a very aggressive policy of seeking foreign investment," Mr Esquivel told his first press conference since his conservative United Democratic Party (UDP) won a landslide victory in elections here on Friday—the first since Belize became independent from Britain in 1981.

Taking 21 of 28 seats in the Belize legislature, the UDP inflicted a crushing defeat on the People's United Party (PUP) of Prime Minister George Price, who had dominated Belizean political life for more than 30 years.

Many Belizeans saw the poll as a contest of personalities

rather than issues. Mr Esquivel, 44, made clear he had no intention of introducing profound changes that would alter the status of Belize as a haven of stability in turbulent Central America despite its claims on its territory by neighbouring Guatemala.

After the former colony of British Honduras became independent on September 21, 1981, Britain left a 1,900-strong military garrison in Belize to deter Guatemala's military rulers from sending troops across the border to enforce the century-old claim.

Nothing obviates the need for the British military garrison, Mr Esquivel said. "We will do everything in our power to make sure it stays."

UPU leaders have suggested that Mr Esquivel, a former physics teacher, in planning to tie his country more closely to the U.S., risks being sucked into the conflicts of Central America.

But Mr Esquivel stressed that he saw Belize's relationship with the U.S. chiefly in economic terms.

"The thrust of our philosophy has been the need for (foreign) investment," he said. "How our relations with the U.S. develop will depend largely on the possibilities of investment. I see the relationship as fundamentally economic."

With only 150,000 inhabitants scattered over an area roughly the size of El Salvador (population 5m), Belize has considerable potential for the development of agriculture, fishing, tourism and the light industry, Western economists say.

The U.S. Ambassador, Mr Malcolm Barneby, recently described the investment climate in Belize as "excellent." There are many opportunities for successful private investment in this country," he declared. Reuter

Western Union set to vote on pay cut

BY PAUL TAYLOR IN NEW YORK

WESTERN UNION'S 8,000 unionised workers are expected to vote early this week on a pay concession package understood to call for a 10 per cent pay cut in return for the possibility of an equity stake in the group at some future date.

Western Union's 6,000 non-union employees have already taken a 10 per cent pay cut in an effort to bolster the financial strength of the company which has recently reported a \$15.5m (£12.9m) third-quarter loss.

Last month, a group of banks decided to cancel a \$100m credit line to the company.

The planned wage-cutting agreement with the company's two unions—the United Telegraph Workers and the Communications Workers of

America, comes after three weeks of negotiations.

If approved, it would save the company about \$15m over the next six months before the current wage contract expires. The deal is due to be sent to workers for approval early this week.

Meanwhile, Western Union is reported to have agreed to the basic principle of allowing the workers some equity stake in the group. Separate negotiations on that aspect of the deal are due to start shortly.

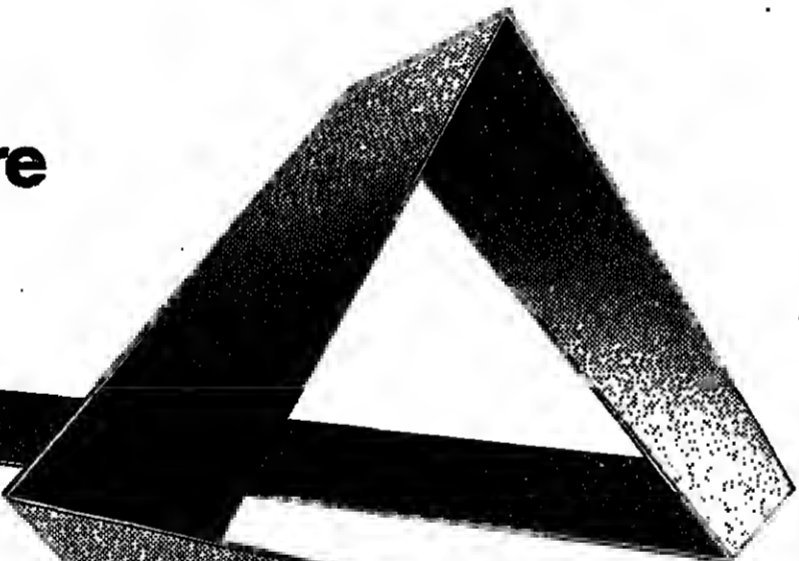
The unions are believed to be seeking a minority stake together with greater participation in the management of Western Union, perhaps including at least one board seat. Western Union's recent prob-

lems reflect fierce competition in many of its traditional businesses, coupled with the huge costs of setting up and promoting its Easylink electronic mail service which provides computer-to-computer message delivery.

Western Union's new chairman, Mr Ronald Berner, who replaced Mr Robert Plimpton in 1982 August, has said Western Union remains committed to Easylink on which the company is betting its future.

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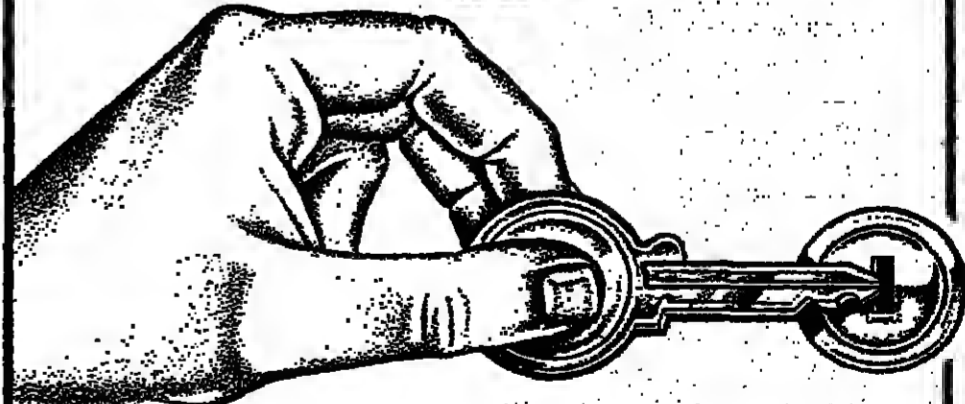
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UK NEWS

TUC seeks to draw miners towards talks

BY JOHN LLOYD, INDUSTRIAL EDITOR

LEADERS of the Trades Union Congress (TUC) will meet today with the leadership of the National Union of Mineworkers (NUM) and will explore the possibility of concessions by the miners in their 41-week dispute.

This follows a meeting on Friday between the TUC's liaison group with the NUM and Mr Peter Walker, the Energy Secretary. The TUC group believe they established a tentative understanding with Mr Walker which could be built upon to achieve new peace talks.

At today's meeting, the TUC group is not expected to insist that the NUM makes any big concessions, nor to modify the TUC's position of "total support" for the striking miners.

It is, however, now fully recognised by the TUC leaders that they cannot deliver effective industrial support and that all moves must be aimed at drawing the miners' leaders towards talks, in which both the National Coal Board and the NUM will show flexibility.

Leaders on both the left and right of the seven-man liaison group were encouraged by Mr Walker's relatively conciliatory approach and by his open invitation to further talks.

Some noted his interest in a new Plan for Coal agreed between the three parties of the Government, the NCB and the mining unions - and that he said that he could not support very uneconomic pits, an apparent softening of the Government's line of no support for uneconomic pits.

They acknowledged that Mr Walker repeated the standard Government and NCB views on the severity of the crisis in the industry and the generosity of the offer to the miners. They believe, however, that he is holding open the possibility of a negotiated settlement on reasonable terms.

The group members have noticed a difference in tone and emphasis between announcements made by Mr Arthur Scargill, the NUM president, and Mr Mick McGahay, the vice-president, in the past weeks. They are uncertain, however, how much importance to give to this.

Mr McGahay has stressed his "desperate" anxiety to have fresh talks with the NCB. Mr Scargill, however, attacked the TUC for talking to "people like Walker" rather than "implementing their policy of industrial support for the miners in the power and steel industries."

Plight of cable TV to be investigated

BY RAYMOND SNODDY

THE INFORMATION Technology Advisory Panel (Itap), which advises the Prime Minister on all aspects of information technology, is to mount a further study of cable television because of the deepening crisis in the industry.

A previous report by Itap, in March 1982, which urged the Government to remove restrictions on cable companies, is regarded as having launched the cable revolution in Britain.

Work on the latest Itap study will start in early January. Its conclusions will be reported to Home Office and Department of Trade and Industry ministers. The panel has decided to undertake the work on its own initiative because of the lack of progress in the industry.

The first thing Itap plans to do is talk to the members of struggling cable franchises to see what effect the withdrawal of capital allowances had on their financial prospects.

There is a growing feeling that government policy has been so inconsistent that it has put the whole future of multi-channel cable and associated business services at risk.

Itap's 1982 report, produced by leading electronics experts, said the Government could stimulate a £1bn a year business and provide the means for distributing data communications and electronic services as well as extra entertainment to homes and offices.

More than a year after the Government awarded 11 pilot franchises, however, little has happened and many of them are having severe difficulties raising finance.

The new Itap investigation will probably have to consider Windsor Television, whose future now hangs in the balance and will probably be decided later this week.

Ministers have already been warned that Windsor could be facing serious problems. It is believed that the company has almost run out of its first tranche of finance and shareholders, which include the Hawley-Group, Currys, GEC, ICFC and Standard Life Assurance, are on the point of deciding whether or not to put in more money or pull out.

If Windsor was to fail, be put on ice or adopt simpler technology it would be a serious blow to Government cable hopes. The franchise area is promising and the company has experienced management. Above all, however, Windsor was planning to do the things the Government most wants to see happen.

Apart from entertainment, Windsor planned to concentrate heavily on two-way communication for businesses.

Windsor was also the only cable company so far to sign an agreement with Mercury Communications to offer local telephone services in competition with British Telecom.

Joint dealer drive by Lancia-Suzuki group

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

MR GERALD RONSON'S Heron International group is combining the efforts of its Suzuki and Lancia car import companies in the search for top-quality dealers in Britain.

Heron is about to appoint 12 dealers who will handle both the Japanese and Italian cars.

The joint effort has been made necessary partly by the intense competition among manufacturers to sign up good dealers - Austin Rover, B.L.'s subsidiary, and Ford have been particularly aggressive in this field in recent months as has Nissan, which is attempting to build up its network to prepare for the assembly of Nissan cars in the UK.

Heron has suffered because imports of Suzuki cars are severely restricted by the voluntary import restraints agreed by the Japanese and British motor industries, while the Lancia franchise, acquired by Heron in February 1983, has not performed as well as expected.

In the first 11 months of this year Heron's Lancia subsidiary sold 2,527 Lancia cars, nearly a quarter fewer than the 3,300 in the same period of 1983. Sales for the full year will be well below the 3,481 for 1983 and the target of 5,000.

BA in bid to defuse Malaysian dispute

By Michael Dorne, Aerospace Correspondent

BRITISH AIRWAYS (BA) and Malaysian Airlines System (MAS) are to set up a working party to study ways of defusing the row over air services between the countries.

The initiative has come from BA, which believes a closer study by both sides of the actual and potential market for air travel between the two countries can do much to ease current tensions.

The problem has arisen in recent months because of a UK refusal to grant the Malaysian airline an increase from the present four UK-Malaysia flights a week each way to five. BA also has four flights a week but is not seeking an increase.

The UK Government team in the discussions so far has maintained that there was not enough end-to-end traffic between London and Kuala Lumpur to justify the additional frequency sought by MAS, and that any extra flights would dilute the traffic already available.

In order to clear up differences of view about the market potential BA proposed the working party to study the available data, and also to solve any other outstanding problems between the two airlines.

MAS has agreed, and it is expected that the first meeting will take place in Kuala Lumpur about mid-January.

● Pan American World Airways expects transatlantic air traffic to continue to surge in 1985, and plans to boost its round-trip flights between the U.S. and Europe in the peak season from last summer's 109 a week to a total of 154 a week, or more than 40 per cent more.

RAF restricts flying to cut back on £400m overspend

BY BRIDGET BLOOM, DEFENCE CORRESPONDENT

THE RAF is reducing pilot training and other flights and is delaying maintenance and construction contracts in a series of cuts designed to correct overspending estimated at £400m in the current financial year.

The most severe cuts are on the use of fuel. The RAF's annual fuel allowance is being cut by 10 per cent. Because the cuts are only just being enforced, however, this could mean reductions of 30 to 40 per cent over the next three months.

Other measures designed to reduce the over-spend by the end of March include delay on construction and maintenance contracts, possibly including the extension of UK bases in West Germany as well as cuts in travel and purchases such as spares and office supplies.

The squeeze on RAF spending has been progressively applied since mid-November, when the extent of the overspend became apparent. Further measures, including delays in or even cancellation of projects such as a replacement transport helicopter, are being considered by ministers.

Of the three armed services the RAF has the largest capital programme - £2.8bn in 1984-5 compared to the army's £1.6bn, and the navy's £1.9bn. The total defence budget for 1984-85 is £17bn, with £7bn going on defence equipment.

Part of the reason for the RAF's overspend budget is that several projects are turning out to be more costly than planned. In particular, the Nimrod early warning aircraft, originally due to enter service this year, has been delayed by at least a year. The main reason is that the radar system, designed and built by Marconi, is not working to the

RAF's satisfaction. Nimrod's cost is said to have risen from £450m in 1981 to nearly £1bn today.

Officers say the squeeze is not as severe as that imposed in late 1980 in what proved to be the run-up to the defence review of June 1981. Then, not only was fuel consumption cut but a moratorium was placed on payments for most main defence contracts.

Officers claim that the programme for bringing the Tornado combat aircraft into service can be maintained. They say the cuts in fuel will be easier to apply now since fewer flights are planned in the winter in the UK or West Germany. They say operational readiness can be maintained, at least in the short term.

Senior officers, however, do not disguise their fear that if the squeeze is enforced beyond March, operational effectiveness could begin to decline.

Defence Ministry officials deny that the squeeze presages another 1981-type defence review when it was decided the size of the surface navy would be slashed in an effort to tailor Britain's defence commitments to its resources.

They acknowledge, however, that the past few years of high spending are coming to an end.

□ NATIONAL SAVINGS contributed a net £207.4m to the public sector borrowing requirement in November, including accrued interest. The total net contribution to government funding for the first eight months of the 1984-85 financial year was £2.21bn, 10 per cent ahead of the target rate.

Ford strike peace plan proposed

LEADERS of Ford's 270 striking sewing machinists will today hear a proposal which only partly meets their demand for independent assessment of a grading grievance. The chances of ending their four-week strike, which has halted the output of all Ford cars and Transit vans in Britain, are delicately balanced.

Union officials were guardedly optimistic when the formula was worked out at national talks with the company on Friday. It is by no means certain, however, that local union officials will accept it. The proposals will be put with no union recommendation.

The strike has caused 10,000 of the company's 40,500 manual workers to be laid off without pay and has delayed the 7 per cent annual pay rise.

The 17-year-old claim of the machinists, mainly women who sew car seats and headrests at Dagenham in Essex and Halewood on Merseyside, is for promotion from the grade B pay band to grade C, raising their basic pay by £8.67 to £14.64 a week under the new pay rates.

The latest proposal is for the machinists to go back to work while the claim is examined by an ad hoc committee with company and outside representation. Its work would be overseen by an independent chairman, and could take months rather than weeks.

This is a compromise between the union demand for an independent assessment, and Ford's offer of a company examination.

□ THE CITY OF LONDON'S future as one of the world's leading financial centres could be threatened by new planning restrictions, according to Richard Ellis, one of the UK's largest estate agency and surveying practices.

In November, the City of London Corporation published a draft plan containing the first fresh development strategy for the Square Mile in over 20 years. Although the corporation confirmed the importance of office-based employment it emphasised the vital role of conservation areas.

□ SIR CLIVE SINCLAIR of Sinclair Research said production watersheds had been passed on two principal projects. After microchip problems with its pocket television, production was now in full flow at between 300 and 500 a day, and output was coming on stream of the lightweight electric car to be launched next month.

□ THE MANPOWER Services Commission today publishes a survey which, it says, demonstrates that its community programme is helping the long-term unemployed to return to the jobs market.

The survey finds that one third of a sample of the people who took part in the programme in 1983 had jobs eight months after leaving it.

□ SIR TERENCE BECKETT plans to continue as director-general of the Confederation of British Industry after his initial five-year term ends next October. Sir Terence, aged 61, can hold office until he is 65.

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UK NEWS

World oil prices forecast to stay in steep decline

BY DOMINIC LAWSON

WORLD oil prices are set to continue their steep decline, London stockbroker Simon & Coates argues in a paper published today. The report claims that the supply-demand balance may move towards even greater excess supply next year and that demand, particularly in the second quarter, may be "extremely weak."

The British National Oil Corporation (BNOC) is selling about 400,000 barrels of oil a day on the spot market, which it buys at its official price of \$28.85 a barrel. The spot price for Brent, the North Sea market crude, has now slipped below \$27, leading to ever greater losses for the corporation.

The energy select committee of the House of Commons reported on Thursday that the Government

should admit to Parliament that it is using BNOC to prop up North Sea oil prices, if it wants the Commons to approve any further financial assistance to keep BNOC solvent.

Tomorrow, Mr Alick Buchanan-Smith, the Energy Minister, is to defend the Government's record in a debate on the funding of BNOC's mounting losses.

The minister is expected to argue against calls to remove or radically change the operations of the corporation. In particular, the Government is unwilling to do anything to provoke a violent reaction from members of the Organisation of Petroleum Exporting Countries (Opec) in the run-up to the Opec ministers' meeting in Geneva on December 19. Meanwhile, BNOC is working be-

hind the scenes with the large North Sea producers to establish a new North Sea price-setting mechanism, which will tie UK official prices much more closely to the spot market. This would have the effect of stemming BNOC's mounting losses.

Simon & Coates argues in its paper that "such a change can have only one implication given current conditions: a fall in official prices." The brokers predict that in the early part of next year widespread cuts in the prices of oil producing countries will leave average Opec prices at about \$28.70 per barrel, compared with the current level of \$28.40, and that the price of North Sea Brent will then settle at around \$27 a barrel.

ICI lifts textile filament prices

By Anthony Moreton, Textiles Correspondent

ICI FIBRES is to put up the price of several polyamide textile filament products by 7 per cent on January 1. It will be the first rise for many of the group's products for a year.

Polyamides are part of the nylon family and so the rises will particularly affect socks, sportswear, lingerie and nightwear.

The price rise comes as ICI Fibres is doing well with new yarns it has launched in recent years - Mitrelle, a polyester filament yarn with a silky appearance, Terinda, another polyester yarn with the appearance of suede, and Tactel, a yarn which looks like cotton but is a polyamide.

Mr John Lister, chairman of ICI fibres admits customers were "a bit slow" to take up both Terinda and Mitrelle but "both are going well now."

These new fibres have played an important part in bringing ICI Fibres back to profitability.

In the first half of this year the division contributed £15m towards ICI's £332m profit and it should make £15m-£16m during the whole of the year. Although the textile cycle is moving down Mr Lister expects the division to do better next year.

Part of the reason lies in the switch towards special fibres such as Tactel, Terinda and Mitrelle, which now account for about a third of output by volume.

Better productivity through smaller numbers has also helped.

UK may join Europe gas grid

BY OUR INDUSTRIAL STAFF

BRITAIN could join the European gas grid, Mr Christopher Brierley, the managing director of economic planning at the British Gas Corporation, said yesterday. It is the first time that the corporation has made such a forecast.

Mr Brierley also said that Britain could buy gas from Norway's Troll gas field, the second largest offshore gas field in the world. One plan appears to be that Troll gas could be exported to Europe via Britain. The concept of Britain becoming a land bridge for supplies of Troll gas to France was discussed at the recent Anglo-French summit meeting.

British Gas has reached an understanding with Statoil, the Norwegian state oil company, to buy 3200 cu m a day of gas from the Norwegian Sleipner field. The deal has, however, been blocked by the British Government, which is using the current strong buyers' market for European gas to extract fiscal and other concessions from Norway.

Mr Brierley yesterday defended the Sleipner deal as an essential part of British Gas's strategy to satisfy demand for gas in the UK.

Some oil companies, notably British Petroleum, have argued that there are sufficient gas reserves in

the UK, with no need to import gas from Sleipner in the 1990s. (Mr Brierley argued that "the consequence of almost total reliance on indigenous reserves would be a far more severe decline in gas availability, followed by a sudden transition to large-scale imports.")

On the prospect of a wider European supply shortfall, Mr Brierley said that the European gas utilities should co-operate more closely. "In the long term I have no doubt that the UK will be part of the European grid. This country will then play an even greater part in ensuring a stable future for the European gas industry."

Closure of eel-breeding centre brings protests

BY MAURICE SAMUELSON

EUROPE'S biggest eel-breeding centre is being closed this week amid protests that the British electricity industry has killed the project prematurely.

The farm, which relies on hot water from the coal-fired power station at Drax, Yorkshire, had been run for the past seven years by Rank Hovis McDougall Aqua Cultural Developments, owned 75 per cent by Rank Hovis McDougall (RHM) and 25 per cent by the Cen-

tral Electricity Generating Board (CEGB).

It has never made a profit and RHM decided to sell after the miners' strike drastically hit the flow of warm water which is essential for the eels to grow to marketable size.

The most serious would-be purchaser was Mr Joseph Robinson, 78, founder and former chairman of Radio Rentals, who read of the centre's plight in the Financial Times two months ago.

Mr Robinson, who lives in Switzerland and Jersey and who retired from full-time business 15 years ago, has alleged in letters to the secretaries of state for energy and agriculture that RHM's readiness to sell was thwarted by the CEGB even though he offered the board a yearly rental of £10,000, 20 times more than that paid by RHM.

Mr Peter Milner, one of the two CEGB representatives on the four-man board of RHM Aqua Cultural

Developments, confirmed on Friday that even before the coal strike the board had concluded that the eel farm was not viable because of the soggy state of the land on which it was situated.

The farm's closure is a personal blow for Dr Alan Walker, 43, the marine biologist made redundant after 19 years with RHM, the last nine of them specialising in eels.

He refuted the CEGB's contention that the farm is not viable

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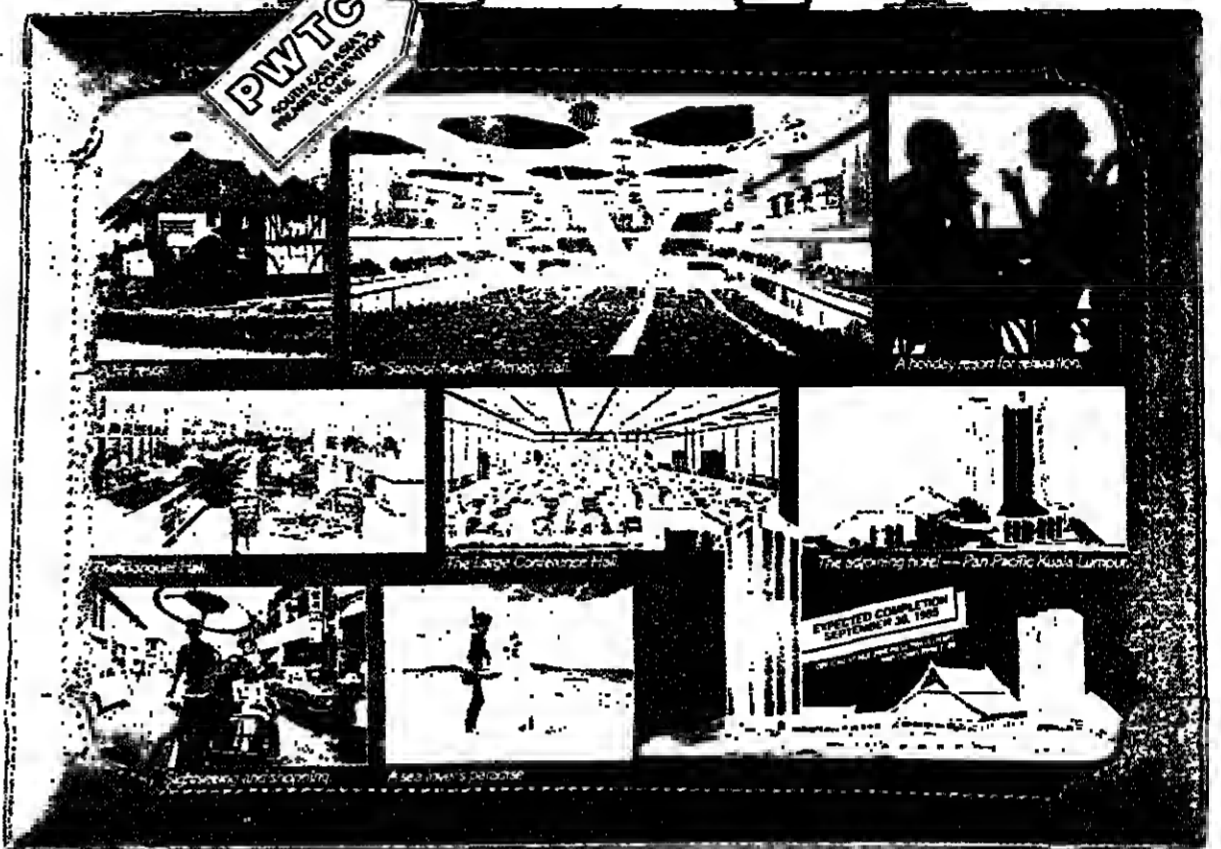
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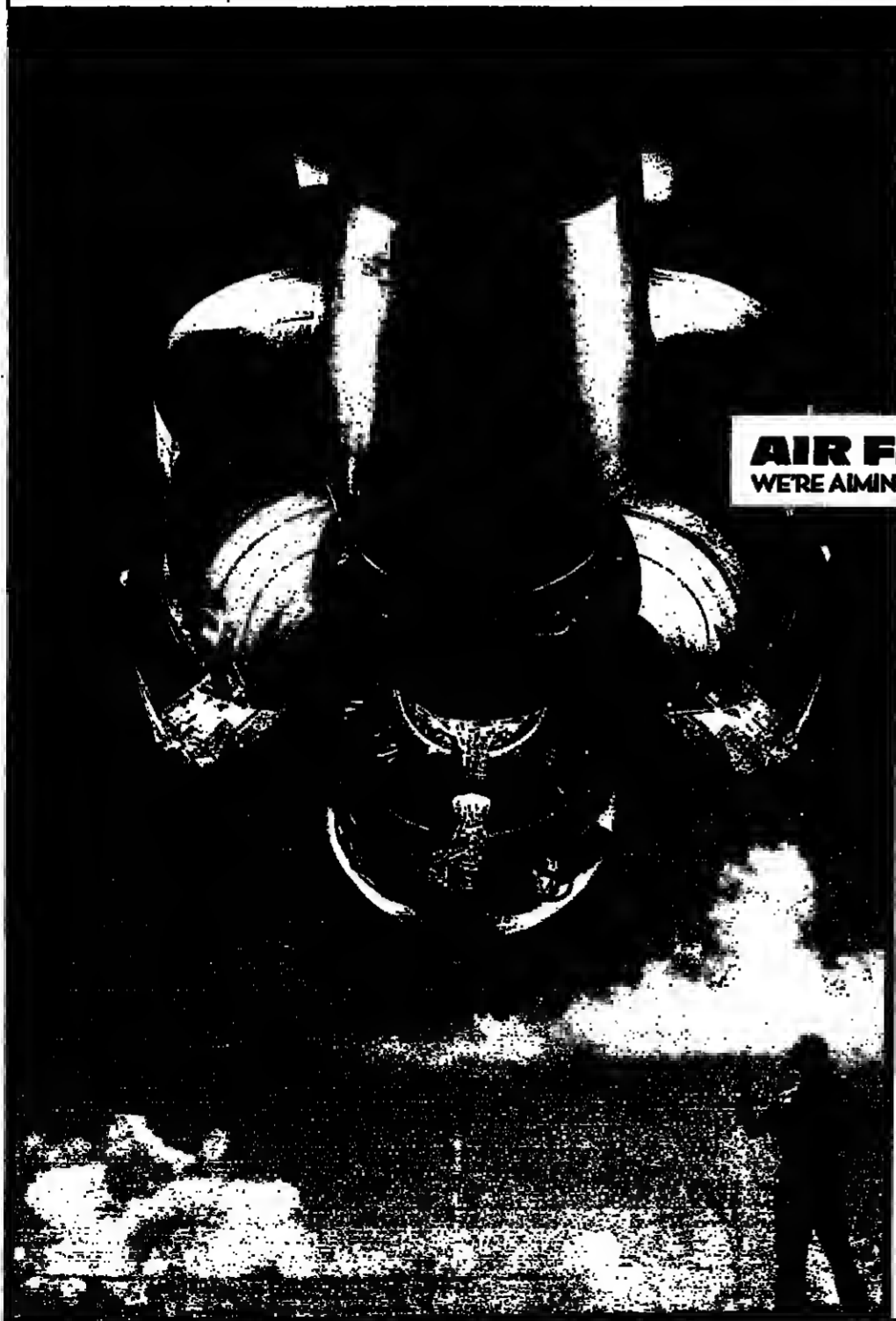
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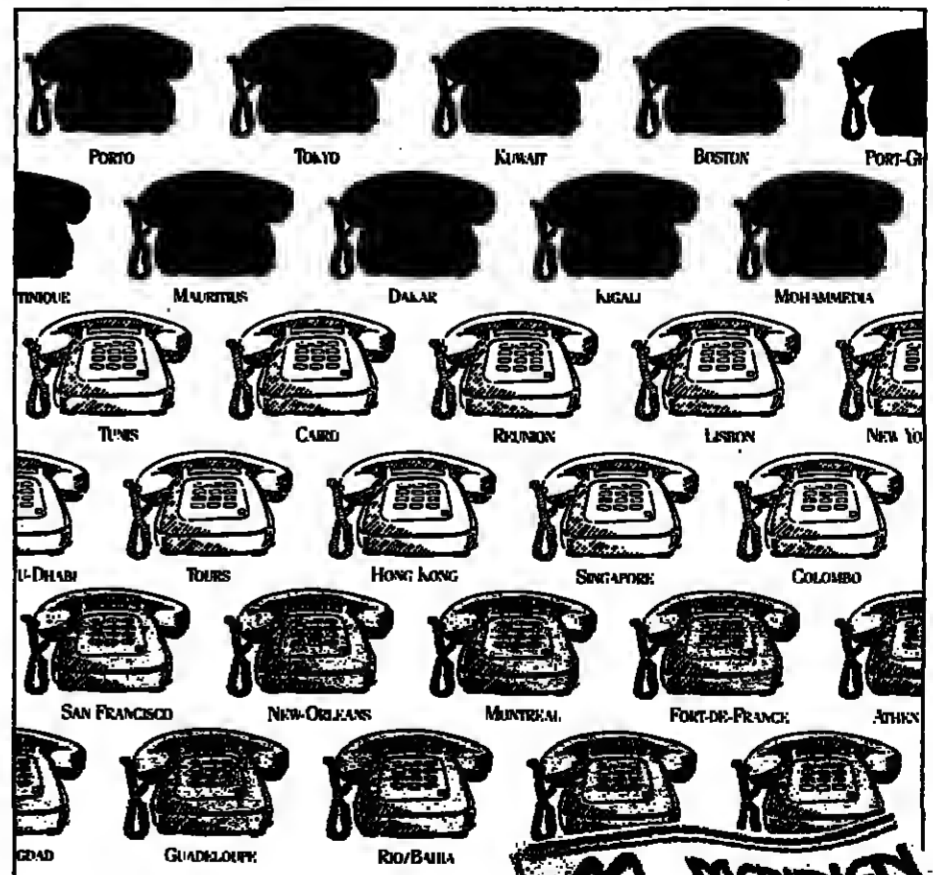


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UK NEWS

Building industry growth 'better than expected'

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

UNEXPECTEDLY STRONG demand for new factories, offices and shops meant that the British construction industry performed better than expected in 1984, says a report published today by the National Economic Development Office (NEDO).

The industry has enjoyed a better recovery than seemed likely six months ago, says the report, from the joint forecasting committee of NEDO's building and civil engineering committees.

The improvement from the forecast of 2.5 per cent growth for 1984 made in the summer to the current estimate of a 4 per cent rise in output for 1984 is entirely due to the much stronger performance of the private industrial and commercial sectors," it continues.

Although optimistic about continuing growth in private industrial and commercial building for the next two years, the report predicts a "slow decline" in housebuilding.

It forecasts that private housebuilding starts will fall to 145,000 in 1985 and 1986 after reaching 155,000 in 1984, and that completions will fall to remain at the 1984 high of 155,000, as the higher price of new houses compared to existing ones makes them increasingly unattractive to buyers.

The forecast of public sector housing starts and completions indicates that output this year could be 10 per cent below that of 1983, with further reductions of 22 per cent in 1985 and 7 per cent in 1986 expected.

The report draws attention to the "diminishing role for the housing sector which is implied by these forecasts. New housing could have a share of less than 30 per cent of total new work in the next two years unless the private sector performs better than assumed or local authorities are able to devote more resources to new housing."

Private industrial building growth in 1984 is forecast at 18 per cent. "Industrial building has recovered strongly this year in the wake of the economic recovery in the UK," says the report - although it adds that this is "also attributable to a bunching of orders for industrial buildings in order for investment to qualify for the higher rate of capital allowances."

Consequently, a slowing of growth in new industrial building is predicted, to 6 per cent in 1985. Private commercial activity grew by 5 per cent in 1984 and is expected to increase again, by 4 per cent in 1985 and 3 per cent in 1986.

"This continued growth reflects the strength of orders in the sector as well as the expectation of continuing institutional backing for this type of development," the forecast concludes.

Construction Forecasts 1984-85-86, from NEDO Books, Millbank Tower, London SW1P 4QX, £14.

Sizewell N-plant tenders to be invited

By a Special Correspondent

THE CENTRAL Electricity Generating Board (CEGB) is to invite tenders for up to £500m worth of civil engineering work for the proposed Sizewell B nuclear power station in Suffolk, eastern England, which would be Britain's first pressurised water reactor (PWR).

The invitations will go out next month but contracts will be subject to government approval for the project after the long-running public inquiry finishes. The decision to negotiate the civil engineering contracts has come 31 months before the board plans to start building at Sizewell, in September 1985.

The board has decided to invite tenders earlier than expected to try to ensure that there is no delay if the Government's decision is favourable. The board is already fully committed to £12m worth of contracts for items of plant which have long delivery dates. A £100m contract has also been placed for steam generators, but this is subject to approval for the power station.

The civil engineering tenders are being invited a year before full safety clearance for the reactor is likely to be given by the Nuclear Installations Inspectorate. The board and the inspectorate have a target date for licensing of January 1986.

The latest report from the inspectorate, submitted to the Sizewell B inquiry last week, shows that the target is likely to be achieved. It says there are now no fundamental problems obstructing full safety clearance, although 32 relatively minor issues have yet to be resolved.

The inspectorate, however, says a rapid programme of steel stress and fracture analysis for part of the reactor's primary circuit is needed by the CEGB which, it claims, has failed to make any progress for two years.

The inspectorate is also concerned that a late decision has been taken to change the design of the computer which monitors the reactor's safety systems. The new computer has been developed by the Westinghouse Corporation. The Sizewell B inquiry enters its final phase tomorrow with the start of closing submissions by the participants.

New conference centres will glut market, tourist board says

BY ARTHUR SANDLES

NEARLY £240m is being spent on 18 big conference centres in England, and many of them could be come loss-making.

That emerges from two reports produced by the English Tourist Board, one of them commissioned from Peat Marwick Management Consultants. The report suggests that Britain, particularly England, is heavily over-supplied with conference centres.

The Peat Marwick report says that the 250 venues in Britain where events for more than 500 delegates can be held had to share only 680 such meetings. Only 130 conferences drew more than 1,000.

It says that the conference market in Britain, which was worth £855m in 1983, "will show only modest growth in the future," and will make bleak reading for local authority and private investors in the 24 projects identified by the tourist board as being in progress in 1984. Sixteen of them, with their ancillary buildings, will cost £240m. Nine of them are in the North of

England, nine in the south and six in the Midlands and east. All but three will provide conference facilities for more than 500 people, with the bulk of them serving 500 to 1,500. Three schemes will provide space to hold 3,500 delegates.

Added to that is a scramble to provide exhibition space. A total of 57,000 square metres is planned - more than the total area of London's Earl's Court.

Fifteen of the schemes are by local authorities, eight are commercial projects and one is the Government's conference centre in London.

They will enter a market, according to the Peat report, where any growth is likely to come from smaller meetings - and against competition with hotels.

The report says that conference centre planners must look to sports events, concerts, banqueting and exhibitions.


Mr Duncan Bluck, chairman of the British Tourist Authority and the English Tourist Board, said:

"Over the past decade conferences and exhibitions have been identified by many local interests as a possible solution to some of the problems arising from industrial decline."

"Conference centres have too often been built as symbols which not only look good but which are intended to cure a town of economic ills."

Among the big projects are the 1,500-seat Carlisle Leisure Centre, the 1,500-seat Blackpool Sandcastle Centre and the 10,000-seat Central Station project in Manchester. All are local authority projects. Bradford has two big conference projects in hand.

Trenton Gardens (Ltd) has a 2,000-seat hall planned for Stoke-on-Trent; Group Five Holdings plans seating in various halls for around 45,000 people at Corby World; Alexandra Palace Trust will be providing seats for 7,500 at the palace in London; and Norwich Union is building a 500-seat hall in Redhill, Surrey.



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TECHNOLOGY

EDITED BY ALAN CANE

WEST GERMANY IS THE SUBJECT OF THE SECOND IN A SERIES ON ELECTRONIC CASH MANAGEMENT

Key area of bank competition

BY JOHN DAVIES IN FRANKFURT

ELECTRONIC cash management is shaping up as one of the areas of keen competition between banks in West Germany. While U.S. banks have long been setting the pace in this field in West Germany, the homegrown banks are beginning to top onto the technological bandwagon and are indicating the direction it is taking.

This banking trend is still controversial and conservative views are not hard to find in the top echelons of the West German banking world. But there is a growing feeling that customer-oriented electronic banking services will inevitably become more important and that credit institutions need to keep pace with developments for fear of losing ground to rivals.

One technological development that seems set to alter the ground rules of the banking game is, of course, the use of personal computers in the finance departments of companies. The potential of computer work centres is stimulating interest in electronic fund management, requiring up-to-date banking data and instant banking transactions.

In addition, West Germany's videotex system, known as Bildschirmtext (BITX), is opening up the prospect of providing a network of banking data as one of its key services. Although BITX is the subject of much debate and criticism, it is generally seen as a useful communications channel.

BITX, at the moment, is a source of national data (although its guiding spirits foresee the day when it will draw on videotex systems abroad). But this information can be supplemented by data communicated from banks abroad.

This line of reasoning lies behind the electronic treasury management system introduced recently by Dresdner Bank, West Germany's second largest bank.

Its system uses BITX as a channel for national banking data, while international data is channelled via the Mark III communications network of General Electric Information Services Company (Geisco) of the U.S.

All data is drawn together in

a personal computer, which can also obtain information from a company's own internal computer centre, either through a direct line or by means of discs.

The software, developed with the aid of National Data Corporation (NDC) of the U.S., enables the user to incorporate the national, international and in-house data as a basis for financial summaries, predictions and decision-making.

Dresdner has long been among the most enthusiastic supporters of BITX, judging it to have useful potential for home and office banking. While West German banks have tended to be somewhat reserved about electronic cash management, Dresdner is actively promoting its system, based on an amalgam of BITX, Mark II and in-house data.

"It is not possible to ignore technical development," says Herr Bernard Waller, head of Dresdner's domestic division. Customers now have a right to expect advanced electronic financial services, he says.

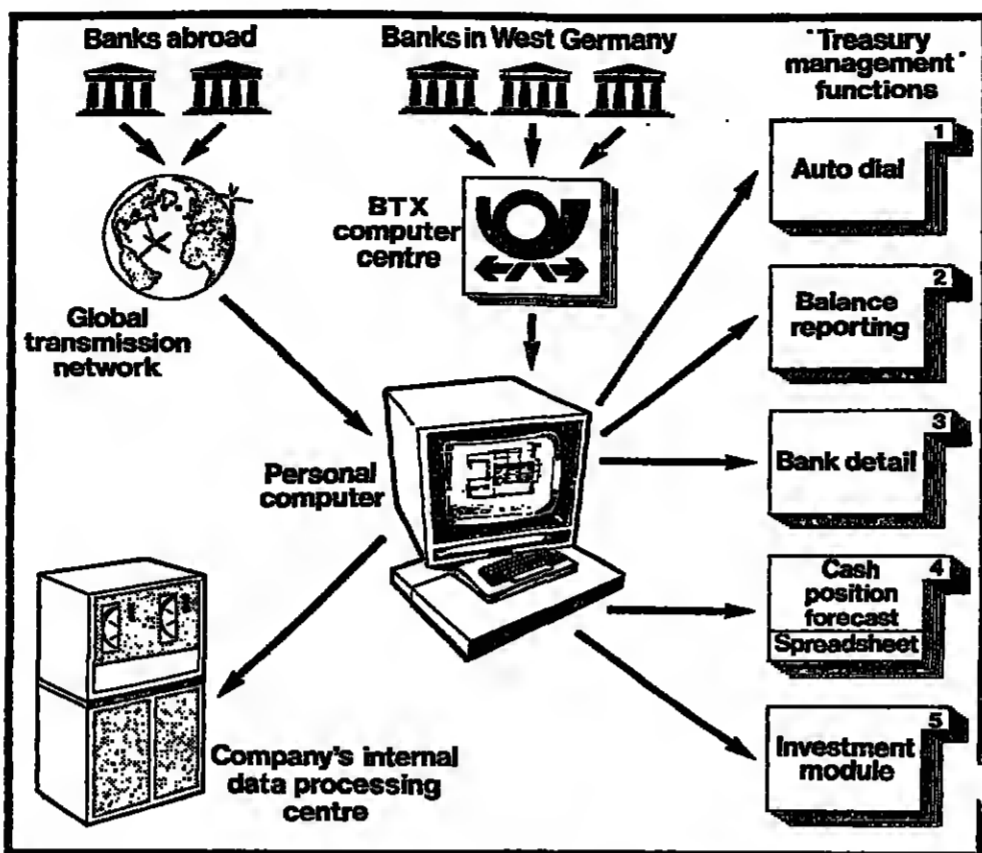
"The banking market in West Germany is a very hard fought area," says the provision of electronic financial services is necessary to remain competitive.

Dresdner offers its electronic cash management either as a purely national, BITX based service, called Drebit, or as a wider service incorporating both the national and international elements, under the name of Dream.

The bank is aiming the purely national service at a large number of medium sized business enterprises, while it envisages a potential market of perhaps 250 internationally active enterprises for the full Dream service.

The software for Drebit costs about DM 1,900 to DM 2,000, while the more comprehensive software package is priced at between DM 60,000 and DM 100,000, depending on the various modules required. The running costs of the cash management system depend on usage.

One of the attractions of BITX is that it gives a user easy access to a number of banks in West Germany; the user is not



locked into one house bank. Moreover, the banks are not confronted with the awkward problem of agreeing on a formal exchange of data among themselves, each is feeding his own client.

On the other hand, Herr Hans Joachim Bruckner, a Dresdner divisional director, points out that there is no standardisation of the way various banks present data through BITX—an extra problem for the software.

BITX is an ambitious project of the Bundespost, West Germany's postal and telecommunications authority, with key computer work carried out by IBM. The Bundespost will have invested about DM 700m in projects related to BITX by the end of 1986.

Data is stored in a central computer at Ulm and in a network of regional computers. Unlike some other videotex

systems abroad, BITX has been envisaged as not merely an information provider, but a means of interactive dialogue, for such services as banking transactions and purchase orders.

To foster interactive communication, a growing number of information providers, including banks, are connecting their internal computers to the BITX system.

IBM was unable to meet the original deadline of handing over the BITX system in the form envisaged by September 1983, but an interim service, based on field trials, was introduced. The service proper, incorporating the Csp standard for script and graphics, has since been introduced and steadily extended throughout most of West Germany.

The number of users—about 18,000—is still far less than originally hoped, and it is felt

that the number will not grow significantly until there is a large drop in the price of decoding equipment, which users must buy in order to view on a TV screen the material they have called up via the telephone.

Until the number of users grows, BITX is expected to find most use in commercial applications. Such as its inclusion in electronic cash management systems.

U.S. banks, notably Chase Manhattan and Citibank, have been actively promoting their international cash management systems in West Germany in recent years, but the West German banks have tended to approach. They have felt that their paper-based systems are basically satisfactory, while at the same time they have been weighing up the prospects of BITX.

COMPUTER PROGRAMS

Spectacular growth seen in packages

BY ALAN CANE

HIGH flying software companies like Microsoft (Microsoft Basic and the operating system for the IBM Personal Computer) and Lotus Development Corporation (Lotus 1-2-3) can make their contemporaries seem earthbound, despite rates of growth which would be the envy of any other industry.

Package Programs (PPL), for example, an independent, UK-based software package vendor, has been growing at an average 40 per cent a year for the past four years: "I would have thought that rate of growth was quite spectacular," Roy Taylor, PPL chairman, remarks quietly.

Now it is aiming for the big time, albeit in a modest and careful way. It raised £0.5m earlier this year from Alan Patricof Associates and it is looking in the City for a further £1.2m to finance its future plans. It expects to go public within the next two years.

What makes PPL—a company which turned over £3.3m in 1983-84 with pre-tax profits of £377,375—especially interesting is its position in the computing services business and its approach to diversification and growth. Its chief home grown competition is from the somewhat larger Peterborough Software. Both have to face the mighty Management Science America (MSA) the world's biggest packaged software house.

Package program vendors, like computer bureaus, were the mainstay of the business in the past. Over 70 per cent of all the software used in Europe came from U.S. software companies packaged in the U.S. and sold and modified for European use by companies like PPL.

Package programs are generalised pieces of software which can be used by a number of clients for the same application with little or no modification.

It was good, steady business, PPL today, for example, sells mainframe application products from G.E. Software International, Cyborg Systems and Execucom Systems, all of the U.S.

accounts payable, accounts receivable and cash management—while packages from Cyborg deal with payroll and human resource management. Execucom provides decision support packages with on-line real time colour graphics as a particular feature.

But the company was determined to become less dependent on the agency business (some might call it an "added value retailer"). After all, a number of UK software companies had found themselves in trouble when their agency agreements were abruptly curtailed.

Its search for new market niches led it in three directions. First, towards the recruitment business: established in the earlier part of this year, PPL recruitment is still tiny, but showing a profit—not surprising in view of the shortage of computer staff. It brings its own problems, however, when the parent company and a client are ostensibly in contention for the same kind of programmers. The solution is an arms-length relationship between parent and subsidiary.

Second, a move to developing and writing its own software—the establishment of a "software factory" for information centre management. The information centre is an IBM-inspired idea much in vogue in the U.S., but still to achieve popularity in Europe.

It involves a small mainframe computer which can be used to take the load of providing management information applications programs off the principal mainframe. PPL has two programs in this category—Distribution Resources Planning and Material Resource Planning.

Third—almost inevitably—a microsystems division was established. The company is now an approved IBM PC dealer and it has become a "software publisher," seeking out and packaging worthwhile products for the micro market.

PPL has a blue chip list of clients including British Telecom, Rolls-Royce, HM Treasury and W. H. Smith. Surveys suggest PPL gives value for money. Roy Taylor grows: "Anything we buy from outside has to be good value or else we said too much for it."

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WHEN the John Laing Construction Group, with Howlett and Amey Roadstone undertook to construct a road between the new Mount Pleasant commercial airfield and Fort Stanley, Laing was faced with carrying out the design work from 8,000 miles away in London.

Working with Computer-Visio, the U.S.-based computer-aided design company, Laing has produced CAD software that has allowed the job to be completed more quickly than would otherwise have been possible.

One of the suites, Digital Ground Models (DGM), produces a model of the surface over which the road will run, based on survey data brought back from the Falklands. On the screen, the engineers see exactly what the surface looks like.

A second "Highway Design Program," HDP, allows the engineer to indicate the proposed centre line of the road across the model. Then he is asked questions about vehicle speeds, road width and other defining parameters. When upon the computer evaluates the data and shows him the result in terms of horizontal positioning. The procedure is repeated in the vertical plane, overlaid on the ground profiles.

At the end of the processes, the road is defined in X, Y and Z co-ordinates, complete with construction requirements outside the boundary of the road surface. Total volumes of cut and fill, and the total volume of construction material needed are printed out.

GEORGEY CHANUSH

Contracts & Tenders

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Offers, of which five (05) copies should be prepared, must be sent in a double-sealed envelope, by registered mail, to the Secretariat de la Direction des Approvisionnements (Secretariat, Supplies Division). The outer envelope should not bear any mark that might identify the tenderer or any heading, and should read:

"APPEL D'OFFRES NATIONAL ET INTERNATIONAL NUMERO 2050.1M/AD—CONFIDENTIEL—A NE PAS OUVRIR" (NATIONAL AND INTERNATIONAL CALL FOR TENDERS No. 2050.1M/AD—CONFIDENTIAL—DO NOT OPEN).

Tenders must be received by 12.00 noon on Saturday 2 February 1985 at the latest.

Selection will be made within 180 days of the closing date of this Call for Tenders.

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PROCUREMENT NOTICE

The Government of the People's Republic of Benin has received a credit from the International Development Association (IDA) in conjunction with loans from the European Investment Bank (EIB) and intends to apply the proceeds of said credit and loans towards the further development of the Seme Oilfield, offshore Benin. As part of this further development, Saga Petroleum Benin A.S., acting for and on behalf of the Government of Benin, will be inviting bids for the supply of materials for two wells, designated SC-3 and SC-8. Both wells will be drilled by the field's own jack-up drilling platform to a depth of approximately 2,300 m, one from an existing fixed platform and one from a free-standing conductor.

Qualified companies interested in bidding for the supply of conductor pipe, casing, mudline suspension systems, cement, drill bits, etc., are invited to apply for bid documents at the address below. Bid documents will be available on 3 January 1985 for bids to be submitted on 17 January 1985. Companies are requested to refer to this notice when replying.

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Attention: Mr. T. Haaland

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NATIONAL ELECTRICITY BOARD OF THE STATES OF MALAYA

SUNGAI PIAH HYDRO-ELECTRIC PROJECT

CONTRACT FOR CIVIL ENGINEERING WORKS

Prequalification of Tenderers

The National Electricity Board invites applications from suitably qualified and experienced contractors wishing to be prequalified as tenderers for the Civil Engineering Works for the Sungai Piah Hydroelectric Project, in the district of Hulu Perak, Malaysia, comprising, principally, approximately 21 km of tunnelling both high pressure and low pressure together with drop shafts, surge shafts, access adits and access tunnels; river intakes and diversion structures; a conventional aboveground power station and an underground power station to accommodate power generating units totalling 64 MW. Project financing will be provided by the Asian Development Bank, therefore applications will be limited to contractors from member countries of the Asian Development Bank.

Applicants should first request a copy of the document entitled "Civil Engineer's Prequalification of Tenderers," which may be obtained from:

The Chief Engineer (Civil/Hydro), Lembaga Listrik Negara Tanah Melayu, National Electricity Board, 129, Jalan Bangsar, Kuala Lumpur, Malaysia

Copies of this document may also be obtained from:

Project Manager, Sungai Piah Hydroelectric Project, Shawinigan Engineering Company Limited, 620, Dorchester Boulevard West, Montreal, Quebec, Canada H3B 1N8

Formal applications for prequalification in quadruplicate should be submitted not later than March 15, 1985 as follows:

A) One (1) copy to: General Manager, National Electricity Board, 620, Dorchester Boulevard West, Montreal, Quebec, Canada H3B 1N8.

B) Three (3) copies to: Project Manager, Sungai Piah Hydroelectric Project, Shawinigan Engineering Company Limited, 620, Dorchester Boulevard West, Montreal, Quebec, Canada H3B 1N8.

The National Electricity Board will not defray expenses incurred in the preparation of the prequalification application or the tender and will not be obliged to accept the lowest or any tender.

It is expected that invitations to Tender and Tender Documents will be issued to Prequalified Tenderers about August 1, 1985 and that Tenderers will be required to be submitted approximately three months thereafter.

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Company Notices

Barclays Overseas Investment Co. B.V.

Guaranteed Floating Rate Notes 1990
For the six months to 17th June 1985 the Notes will carry an interest rate of 9 3/4% per annum.

Coupon 11 will be for U.S.\$49.92.

Agent Bank and Principal Paying Agent
BARCLAYS BANK PLC
Securities Services Department
54 Lombard Street
London EC3P 3AH

IN THE MATTER OF ORLAKE LIMITED

AND IN THE MATTER OF THE COMPANIES ACT, 1948

In clarification of the notice published 14th December 1984, Orlake Ltd. (in liquidation) has no legal association with Orlake Records Ltd. or Forward Sound and Vision Ltd. (trading as Orlake Records), which are both part of the Forward Technology Industries PLC group.

Dated this 14th day of December 1984.
R. J. MACKIE (Chartered Accountant)
Joint Liquidator

GOPENG BERHAD

(Incorporated in Malaysia)

Declaration of Interim Dividend

Notice is hereby given that a second interim dividend of M\$0.10 per share in respect of the year ending December 31, 1984 will be payable (less Malaysian Income Tax at 40%) at January 31, 1985 to shareholders registered at the close of business on January 24, 1985.

On behalf of the Board
Mohamed Hamdan Bin Hazizi, Chairman
December 4, 1984

CANADIAN PACIFIC ENTERPRISES LIMITED

COMMON SHARE DIVIDEND NOTICE

The Board of Directors of Canadian Pacific Enterprises Limited has declared a dividend of twenty cents (20¢) Canadian per share on the outstanding Common Shares of the Corporation as of the close of business on December 31, 1984, payable on January 15, 1985.

By order of the Board,
C. S. MacLEAN
Vice-President Administration and Secretary
Calgary, Alberta
December 7, 1984

CAISSE CENTRALE DE COOPERATION ECONOMIQUE

Bond issue of US\$100 million
Floating Rate Notes 1982/2002

The rate of interest applicable to the interest period from October 14 1984 up to March 14 1985 is determined by the Ontario Agent to be 9% per cent per annum, annually US\$20.03 per cent of US\$10.00.

TORAY INDUSTRIES, INC.
(formerly Toray Rayon Kabushiki Kaisha)

S. C. WARBURG & CO. LTD. announces that a prospectus for the proposed issue of US\$100,000,000 of Floating Rate Notes 1982/2002 has been filed with the Ontario Securities Commission on December 14, 1984. The prospectus is available to interested parties upon request to S. C. WARBURG & CO. LTD., 15th Floor, 100 King Street West, Toronto, Ontario M5X 1C4, Canada. Details of the prospectus can be obtained from the Ontario Agent.

S. C. WARBURG & CO. LTD.
As Agents
17th December, 1984.

ISLAND CREDIT

7 1/2% 5/10M BONDS 1979/1988

S. C. WARBURG & CO. LTD. announces that the prospectus for the proposed issue of US\$100,000,000 of Bonds 1979/1988 has been filed with the Ontario Securities Commission on December 14, 1984. The prospectus is available to interested parties upon request to S. C. WARBURG & CO. LTD., 15th Floor, 100 King Street West, Toronto, Ontario M5X 1C4, Canada. Details of the prospectus can be obtained from the Ontario Agent.

S. C. WARBURG & CO. LTD.
As Agents
17th December, 1984.

MEXICO

U.S.\$30,000,000 7 1/2% 5/10M 1991

NOTICE IS HEREBY GIVEN THAT Bonds with a total of U.S.\$30,000,000 nominal value were purchased during the year ended 31st December 1984 and are available for purchase to the extent of the amount of U.S.\$30,000,000 nominal value of the Bonds.

N. M. ROTHSCHILD LIMITED
17th December, 1984.

Art Galleries

WILLIAM WALCOTT KENNEDY—FINE ARTS GALLERY, 25, St. Mark Street, London, WC1E 6JH.

LEGER, DIEZEL, BROADBENT—ANNUAL EXHIBITION, 15, St. Mark Street, London, WC1E 6JH. 9.30-5.30, Thurs-Sat, 11-5.25. 1984. Catalogue £4.95. Tel. 01-734 3424.

RECEIPT PAINTING. DIANA ARMFIELD. Receipt Paintings.

Clubs

BYE has suffered the others because of a policy of fit and ready for money. Greater from 10-3.30 am. Once and a while, the club has been open for the past few years. 189 Regent St. 01-734 0527.

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THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

MARVIN RUNYON would seem to be a product of the Ford Motor Company system. Starting at the bottom as an hourly-paid worker, he rose steadily in 37 years with the U.S. motor giant to plant manager and then beyond to the upper echelons of the hierarchy in Detroit, the heartland of the American motor industry.

How, then, does someone so steeped in Ford's conventional style of management-worker relations come to be running Nissan's Japan's first U.S. assembly plant and installing highly participative methods?

"Maybe they looked at my record," he says, with a smile. A tall imposing Texan of 59, Runyon talks with great conviction about the managerial techniques that have made Nissan's U.S. plant at Smyrna, Tennessee, a model of its kind. To a considerable degree, what has happened at the plant reflects the thinking that has inspired the drive of U.S. manufacturing industry into the southern states, known as the sunbelt area, and away from the northern "rustbelt" over the past 10 years. But at Nissan, where 2,000 (going up to 3,000) are employed against the normal 200 to 350 in these new sunbelt facilities, there is an enormous difference of scale.

Many of the executives who have led the trek south contend with almost religious fervour that plants have to be kept small to prevent the alienation of relationships that so often creep into larger establishments. Their underlying rationale in changing location has been to create manufacturing facilities where work could be organised flexibly, usually without the restrictions imposed by trade unions. The idea is to create a better working environment than the U.S. norm, carrying employees along with management by encouraging them to participate in decisions as much as possible. If a plant grows too big, it is argued, this participative spirit is lost to the overriding need for a higher authority to organise and control production.

Runyon disagrees. At Ford, he says, he was something of a maverick, running a participative style within the limits of the operation, and finding that it worked "pretty well."

At Nissan, he has been able to go much further. "We want," he says, "to shove decisions down to as low a level as possible. We want to give as much responsibility as we can, and the authority to do the job. You don't hire somebody you don't trust."

This statement of aims sounds relatively simple, but a great deal of hard thinking went into making it work on the shopfloor. Runyon says that the system is



Marvin Runyon: a Ford man for 37 years, but instilling a participative style into Nissan's Smyrna plant

How Nissan went American

Terry Dodsworth on the Japanese motor group's enthusiasm for shared responsibility

continuing to evolve, but, even so, a certain number of characteristics are clearly well established. They include:

- A drastic reduction in the layers of management from around eight or nine in a typical Detroit plant to five. "To achieve participative management you need the level of decision making to go as low down the system as possible."

- A shopfloor organisation based on small teams of workers led by a supervisor and never more than 20 strong (line employees are all called "technicians" at Nissan).

Cohesive

Each team meets at the beginning of its relevant shift, and once a month for longer discussion groups. They are given more cohesiveness by allowing the supervisors the final choice in selecting new members.

- The absence of trade unions. The management of the plant has made a deliberate attempt to avoid unionisation, on the grounds that unions often interpose another, quasi-managerial layer into the running of the plant. In the conventional Detroit plant, the union organiser often has a say in who goes where and who does what.

- Flexibility. The move away from unionisation equally reflects the desire to create an adaptable work force. Charlie

Carter, supervisor in part of the stamping plant, says that all of his team of 11 are trained to do more than one job. "People like it. It breaks the monotony," he says.

- Trading. Adaptability is linked in a much more far-reaching training programme than is normal in Detroit. New employees have an induction period when they have the chance to try the job before deciding whether they want it, and then train for at least two weeks.

- Communications. Apart from the daily pre-shift meetings, the work teams hold weekly conferences in work time on special problems. There are also regular attempts to explain the more strategic goals of the company, touching on questions of product, financial performance and competitors. The plant has the latest in technology — a closed circuit television system which broadcasts via sets sprinkled everywhere around the offices and shopfloor. This relays messages and the occasional speech from top management.

- Job security. Workers at Smyrna are told that their jobs will never be threatened under normal conditions.

- Working hours. The plant has an inflexible rule that employees work only nine hours a day and one shift on Saturdays. Runyon says this is because the Detroit practice of ten-hour working days, six days

a week in busy times, comes ultimately to be irritating to employees, who start choosing which days they will work. "Absenteeism goes up, sometimes to 15 per cent, and both quality and costs go to pot. Overtime might pay in extra profit short-term, but we are thinking long-term."

- Workforce. Nissan has deliberately skimmed the local labour market for a high quality workforce, which it pays over the odds in local terms. The pay and conditions at Smyrna do not, on average, match what is paid in the Detroit area, but they are high enough, as Runyon puts it, to dissuade most people from running off once they have been trained. New workers are closely screened in a series of interviews.

- Quality. To establish a coherent system of production control, Runyon adopted the Japanese notion that the system should be "driven," as he puts it, by quality targets. If the plant turns out good quality products, he says, high productivity and a satisfactory performance will follow. "You only build it one time, you do not have to repair it, and when it goes to the customer, he is not going to want to fix a lot of things."

- Suppliers. Nissan has moved decisively towards a system of single source suppliers based on much longer-term contracts than are normal in the U.S. industry. This reflects the

you have a unionised factory in which channels of communication are cut off. Our factory is based on trust."

The results of these efforts to produce a fresh approach in U.S. manufacturing is a plant which is palpably different from the average Detroit establishment — so much so that last year Fortune magazine put Smyrna among its top 10 American factories. Workers on the line seem less introverted than those further north. Absenteeism runs at only about 2 per cent, and labour turnover is equally low.

Kieltyka, a quietly-spoken, first generation Polish immigrant, contends that the method of devolving management also makes the plant run more smoothly. He can now go away on holiday, he says, without receiving any panic calls for decisions such as he used to get, and without fearing that his desk will be piled high with questions awaiting solutions when he gets back.

The Nissan catalyst has also worked to the advantage of Smyrna in another way — in the amount of investment and strategic planning the Japanese company has been prepared to put into the plant. Smyrna has received the very latest in automated equipment. The capacity of the plant, at a little under 300,000 vehicles per annum, will be around the same as Honda's in Ohio when both companies' present investment projects are completed, but at a cost of around \$200m more.

The money that has been poured into the Smyrna showpiece is visible everywhere, from the spacious assembly lines sprinkled with table tennis sets, to the executive suites where the pile carpets are so deep you could sleep on them.

As well as this investment largesse, Nissan's position in the market place has enabled it to guarantee job security. Unlike American manufacturers, the U.S. company can promise this because the group as a whole has the ability to modulate its exports and product mix from Japan.

Nissan selected to build in the U.S. those products where demand exceeds its highest U.S. production capability, says Runyon.

The fact that Nissan can bear these costs and still, according to Runyon, be in a position to show profits on Smyrna in calendar 1985, probably says a great deal about the high cost of vehicle production in the north of the U.S. But it will also undoubtedly give a boost to the new managerial systems which the Japanese have pioneered, and which are now winning increased sympathy even back in the plants which produced Runyon and Kieltyka.

A frustration for Japanese executives

Christopher Lorenz on a report that explodes the myth of consensus decision-making

THAT FAMOUS process of Japanese consensus decision-making is not what it seems. Instead of being used to make better decisions, its main role is often to appease the various factions in an organisation. And the really important decisions are taken by a handful of managers led by the chief executive.

This latest piece of Japanese myth-breaking stems from Charles Yang, an American lecturer at Waseda University in Tokyo, and the former managing director of Hakuhodo, the second largest advertising agency in Japan.

In an article in the latest issue of the Harvard Business Review, Yang argues that although decision-making in Japanese companies is, in a sense, bottom-up, the power of the typical chief executive is so great that an important decision can be made without first considering his wishes.

"While proposals are likely to start from lower-level executives, these proposals generally propose what they believe to be the wishes of their superiors," claims Yang. This pattern of decision making is prevalent all the way down to the lower echelons of management. "In other words, the bottom-up process merely disguises the true decision-making pattern, which generally runs from the top down."

The most striking difference between the Japanese and American method of decision-making, says Yang, lies in the way in which higher-level managers in Japan communicate their directives. While American managers tend to communicate directly by order and command, Japanese executives generally prefer covert and indirect communications.

The less clearly the proposal, the less clearly the

superior makes his intention known to subordinates, so that they can derive more satisfaction from taking the initiative. For more important matters, however, the superior becomes more direct.

In well-run Japanese companies, according to Yang, the key executives (called "itsuryoku-sha") are highly visible, as are many future members of this select group. A jitsuryoku-sha executive at the middle management level, Yang argues, is more influential than a senior executive who is outside the mainstream. "In the Lockheed scandal, for example, only jitsuryoku-sha executives of All Japan Airways and Marubeni Corporation were involved, while other executives, even those at very high levels, were essentially bystanders."

Unlike participative management in the West where committees are used to reach an agreement, Yang says it is the jitsuryoku-sha group in Japanese companies which first makes the decisions. It then engages in behind-the-scenes persuasion or nemawashi (literally, "root binding") before the formal document is circulated for signatures. "Disagreements, if any, are likely to come from executives within the jitsuryoku-sha group rather than from outside," Yang reports.

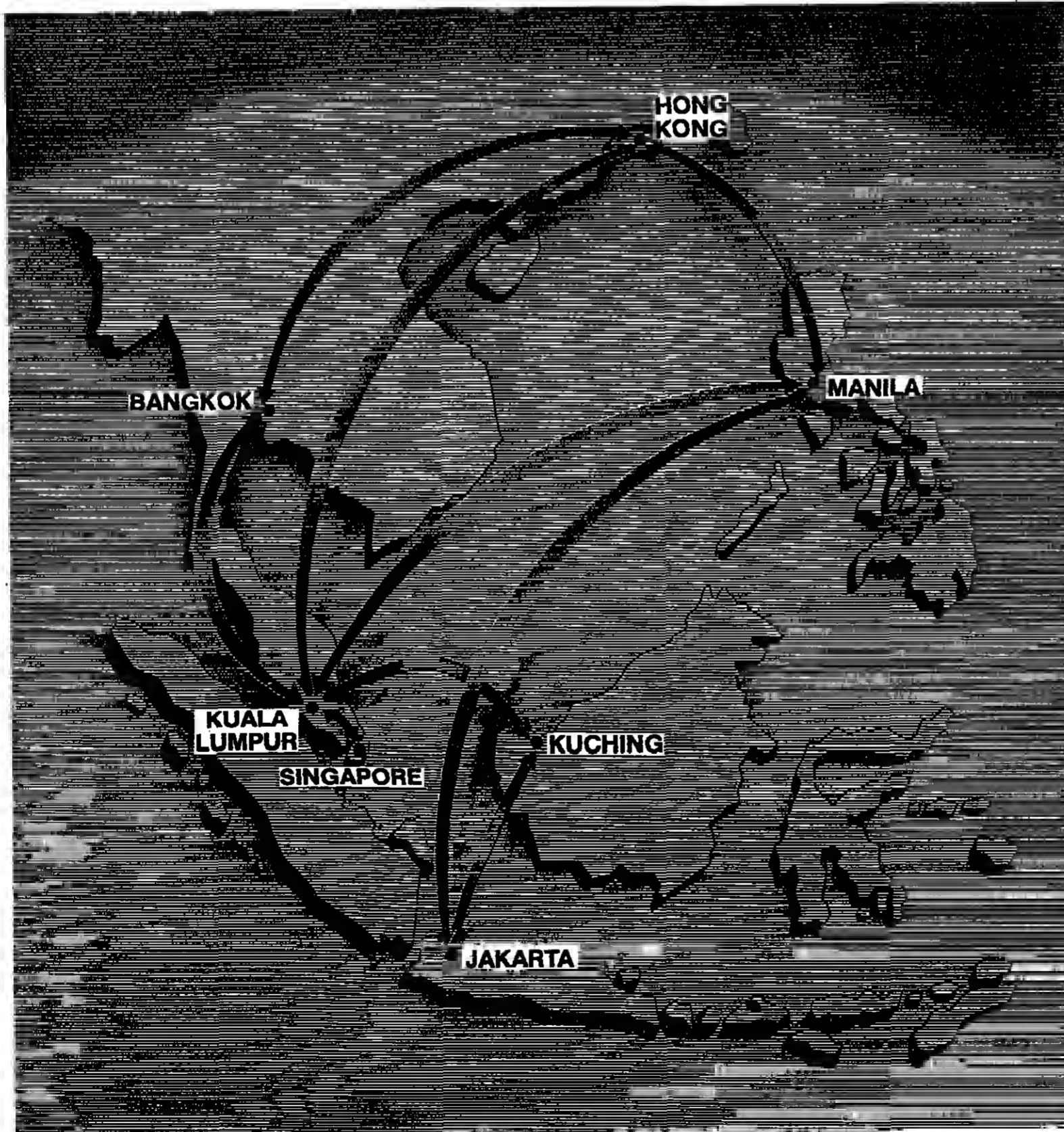
This does not mean that an executive outside the main faction cannot make an important proposal, he concludes, but the chances of it winning acceptance "are very remote." As a result, "many capable Japanese executives become very frustrated with the system."

* HBR, Nov-Dec '84, Reprint No. 84617. From Reprint Service, HBR, Boston, MA 02163 USA.

Business courses

The venture capital process, London, January 14-March 18. Fee: £425. Details from the Course Organiser (F47), Management Development Centre,

The City University Business School, Finsbury Crescent, Barbican Centre, London EC2Y 8BB. Tel: 01-920 0111. Techniques of scenario planning, Brunel, February 4-8. Fee: £590. Details from the Secretary, Management Programme, Brunel University, Uxbridge, Middlesex UB8 3PH. Tel: 0895 56461, Ext 215.



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FINANCIAL TIMES SURVEY

Monday December 17 1984

Scotland

Despite uncertainty over the effects of cuts in regional aid and the still contracting traditional industries, buoyancy remains over growth in electronics and the services industry

Painful shakeout may be slowing

By MARK MEREDITH

ONE MORNING Scotland will wake to find things are not that bad. Getting out on the right side of bed will encourage examination of the prospects for new industrial growth in Scotland. It will also mean realising that many other parts of Britain are in a worse state in terms of unemployment and decline.

Of course, the woes of the West Midlands of England do not make Scotland's considerable residual problems any better. The plight of the jobless in Liverpool makes it no easier for the unemployed in Glasgow, who are among Scotland's 11.4 per cent out of work. Industrial production is still more than eight points below its 1978 levels, and is rising only sluggishly.

However, the balance in the economy has altered these past few years. It has been difficult to switch psychologically from past tendencies of defeatism, and a dependence on Government initiatives, to a more buoyant outlook.

The painful shakeout in manufacturing may have nearly run its course. It has been a difficult process, leaving a huge reservoir of unemployed men in their forties with little prospect of new jobs.

The great wind-down in industries such as motor vehicles and metal manufacture, brought in by governments during the 1950s and 1960s to create jobs,

lies behind the Scots' claim for special treatment in the UK.

The latest to go has been British Leyland, which this year announced the closure of its truck plant in Bathgate, near Edinburgh, by 1988, shedding the remaining 1,800 jobs. Past casualties have been Peugeot's Linwood car plant (inherited from Chrysler), the Invergoron smelter and the Corpac pulp mill.

Uncertain future

The British Steel Corporation's Ravenscraig steel works at Motherwell, with a workforce of 4,200, remains, but its future, too, is uncertain. There is one strip steel works too many in Britain, according to British Steel, and the Scottish mill's distance from its markets in the south adds about £10.50 on a tonne of steel coil. Ravenscraig has replied to those proposing its closure by improving productivity to match most of the best in Europe.

Yet, for all the problems, successive studies on industry, both old and new, now make the point that the Scottish economy looks and performs increasingly like that of the rest of Britain.

The factors at work have been the success of electronics, and the prospects for greater offshore oil development. The service sector, too, has risen to account for more than half the

jobs among the workforce of around two million.

Electronics in Scotland makes a remarkable story. Here is Europe's highest concentration of integrated circuit and personal computer manufacturing. Others are confident that the Scots' independence and their relatively specialised niches in the market will be an advantage.

While services may lead the recovery the need for prompting throughout industry will remain. The public sector has a delicate task to decide when, and when not, to intervene.

Some of the most laissez-faire businessmen in Scotland insist that they can only compete in Britain and Europe if they have government assistance to compensate for distance from markets.

The recent review of regional aid confirmed the Government's desire to intervene less, and be more selective with its financial assistance. Areas eligible for assistance through automatic grants have been thinned out.

The £30m saved from the regional aid budget—Scotland will now get about £104m in 1987/88—drew an angry response from the CBI in Scotland which feared the impact on inward investment, and re-equipping, and the effect on areas such as the Highlands, large parts of which lost eligibility for automatic grants.

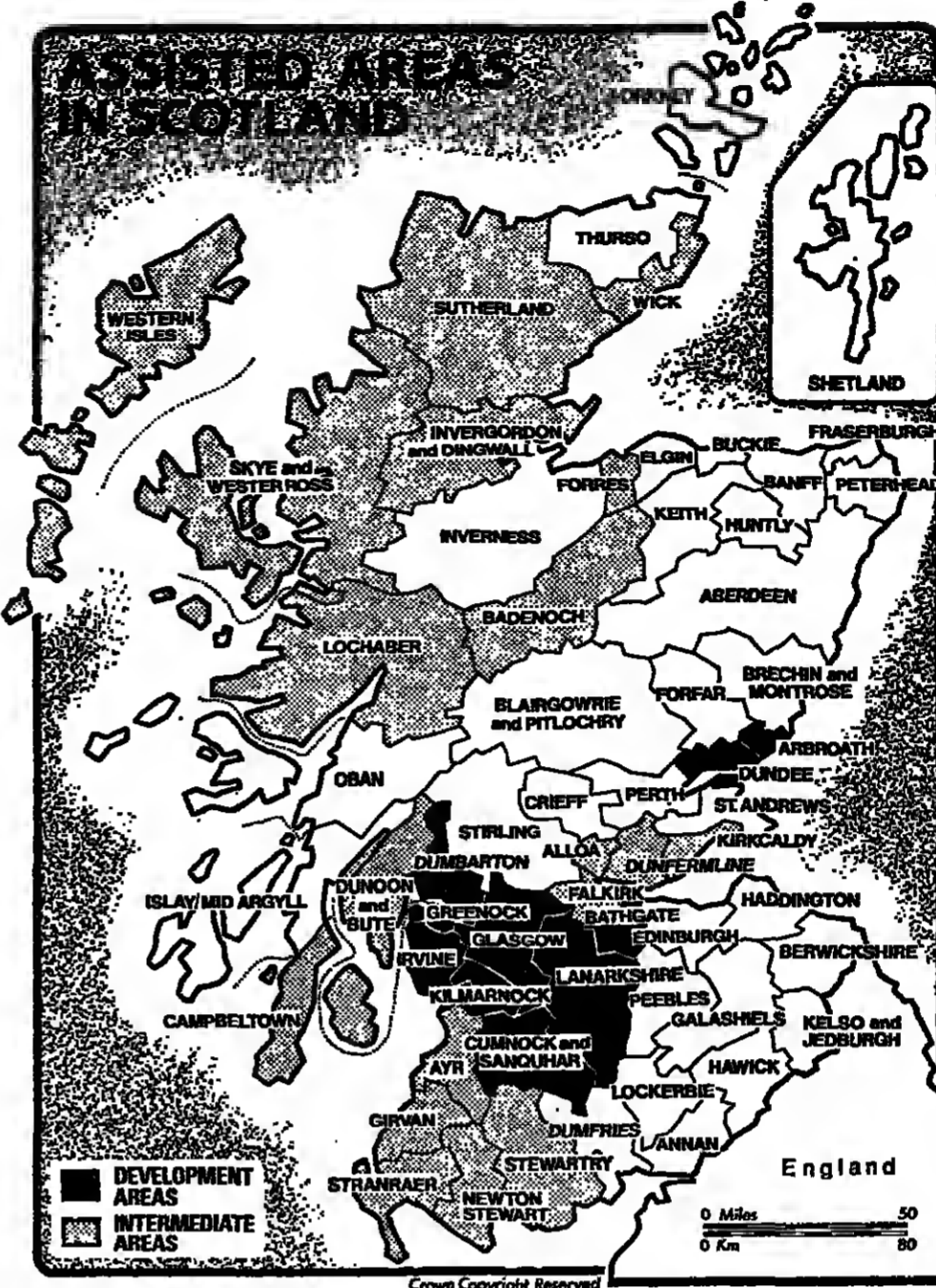
The Scottish Development Agency now has an even greater role in industrial promotion to make good the effect of regional aid cuts. Its policy to bring the private sector increasingly into the new growth areas has worked well. The problem is that the private sector may now expect the SDA to do much of the ground-

work in taking initiatives.

Scotland, despite its growing similarities with the rest of the UK retains its peculiarities as the Government looks for a future from the private sector. In the first place this is a strongly socialist place to promote popular capitalism.

Labour has 41 of the 72 Scottish seats at Westminster and there is no fund of goodwill towards the Conservative Government in Scotland. The trade union movement for one will need convincing about the thrust of development policy.

The big Conservative majority in Westminster has, however, left Labour with a credibility problem in Scotland. Its increasing pressure for greater



Changing face of industrial aid

INCENTIVES TO incoming industry are being concentrated in the West central belt around Glasgow and in Dundee, both of which qualify as inner areas receiving the new top rate of 15 per cent regional development grants.

The Highlands and Islands and large parts of central Scotland are now classified as intermediate areas, where assistance will be paid at the discretion of the Secretary of State for Scotland. In other parts of the country including oil-rich Aberdeen, Edinburgh, and the Lowlands projects will not qualify for regional aid.

The cuts are expected to result in a drop of some £90m in the aid paid to Scotland from the figure of around £270m in the last financial year. Some extra funding is being made available to the Highlands and Islands Development Board—a 5.75 per cent increase in its 1985-6 budget or roughly 1 per cent more than the current inflation rate—and the Scottish Development Agency's funding is not being touched.

In a move designed to take a step further the integration under one roof of regional aid administration, the Scottish Office is taking over from the Department of Trade and Industry in London responsibility for discretionary grants. Service industry will qualify for the first time for aid. Tourism will not benefit, however.

The changes, intended to ensure aid is concentrated on areas where the Government feels assistance is really needed have not been well received in Scotland, by industry or trade unions. Apart from the individual worries of areas where the level of assistance has been downgraded, there is concern that existing companies will now find it difficult to modernise.

More than 200 years ago an Edinburgh doctor showed that taking lemon juice was the best way to prevent scurvy.

Not a discovery to rank with such dramatic Scottish 'firsts' as antiseptic surgery, chloroform as an anaesthetic, penicillin, insulin, obstetrics or neurology.

But it, too, must have saved millions of lives.

In 1756 Edinburgh physician, James Lind, with one of the first demonstrations of controlled clinical testing showed that lemon juice was the best specific for scurvy. Yet for 40 years the London Admiralty resisted the idea. It took another Scot, Sir Gilbert Blane, to persuade them to prescribe the lemon. Blane also devised a method of preserving lime juice, a specific later adopted by the Navy—from which the English earned that endearing sobriquet 'Limeys'.

Is there nothing the Scots don't claim to have invented?

And today Scots are as pre-eminent in medical science as they've ever been.

Only now their famous medical schools are linked with a successful Scottish health care industry as well as with hospitals.

Scotland is engaged in contract research into pharmaceuticals, drugs, medical equipment and almost every aspect of biotechnology.

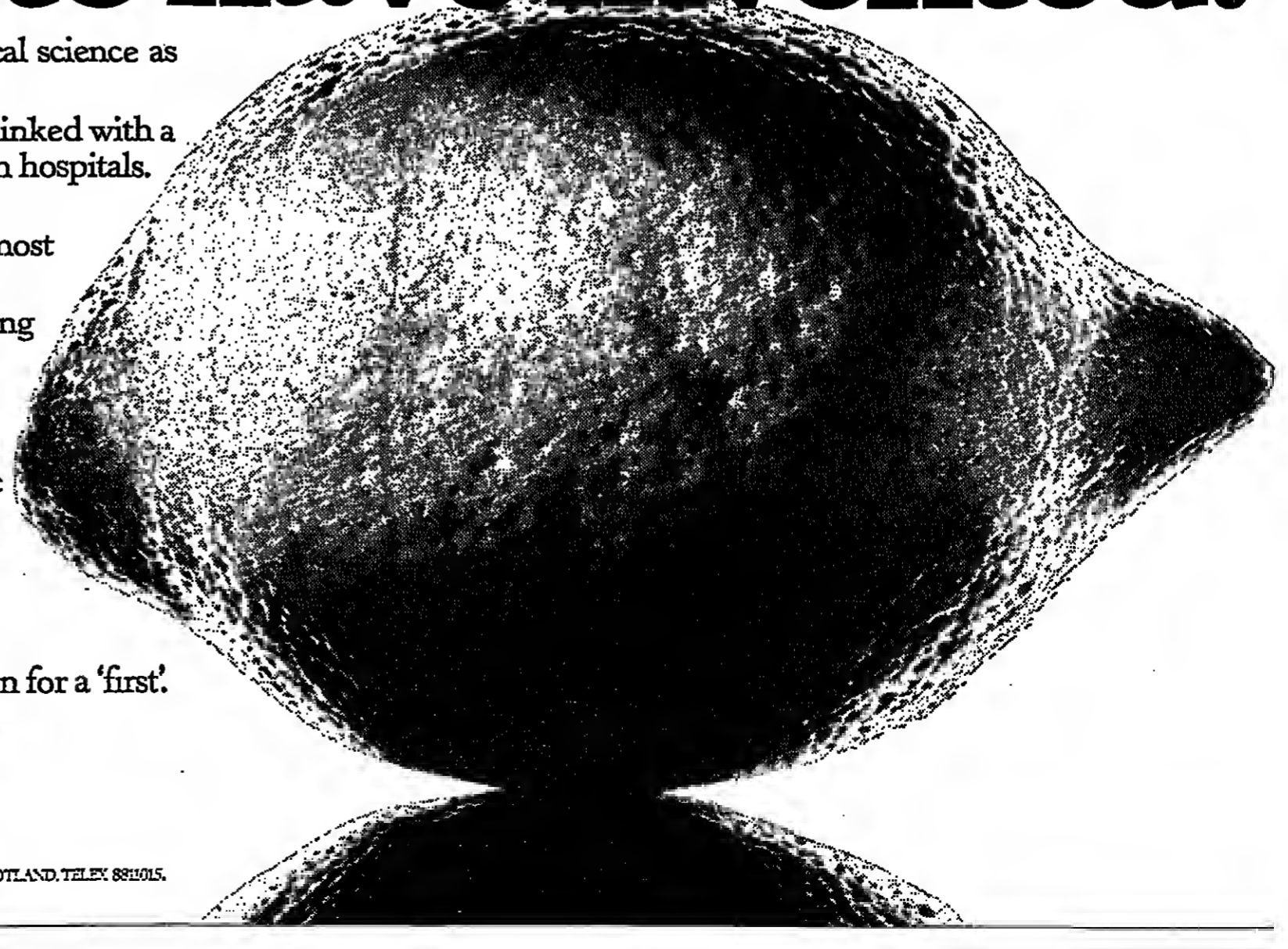
And, of course, Scottish medicine is still coming up with 'firsts'.

Yesterday Glasgow gave the world ultrasonic pregnancy scanning.

Today Aberdeen introduces a nuclear magnetic resonance scanner. Tomorrow...

Well, if you're in the health care field and your present environment is giving you the pip, think of the lemon.

You never know, tomorrow it could be your turn for a 'first'.



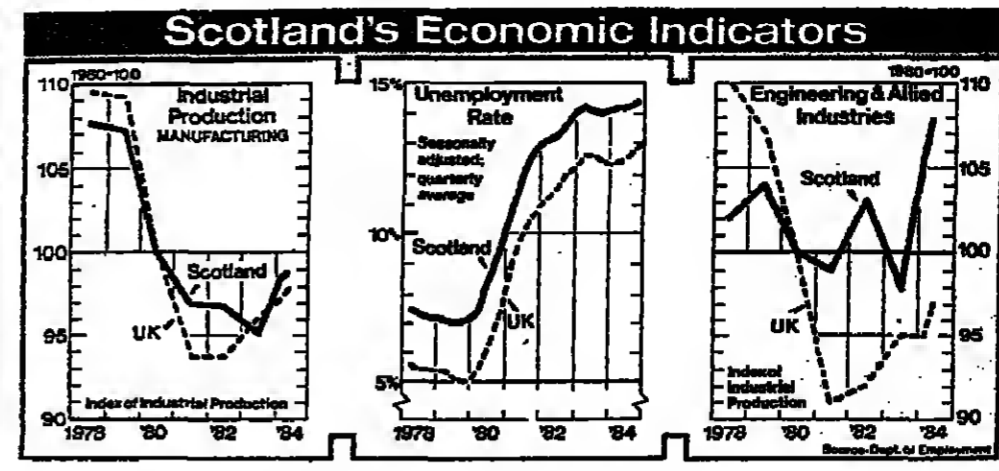
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Scotland 2

How big they grow depends on who looks after them.



PROFILE: DOUGLAS HENDERSON

Making the best of the old and new

"WE HAVE got to maintain Scotland as an industrial nation and this means keeping its manufacturing base." Douglas Henderson, the 35-year-old Scottish organiser of the General Municipal Boiler-makers and Allied Trade Unions, points to one of the fundamental problems facing trade unions in Scotland. The traditional industries are declining, most of the jobs will come in new manufacturing, but most of real development is in the service sector which now accounts for more than half the jobs in Scotland.

Why it's all hands to the pump

Engineering

RHYS DAVID

THE GENERATION gap is there for all to see in Scottish industry nowadays. In solid, grand surroundings bequeathed from a more expansive and confident age, the surviving engineering companies rattle around with spare capacity for a greatly reduced range of activities. Up the road from these concentrations of older industries in the west of the country around Glasgow, the mainly foreign-owned electronic companies which have moved to the New Towns and other pastoral locations are to be found in glass palaces. Open plan and common status are the guiding philosophies, the workforce is largely in its teens and the managers are in their thirties. Yet, it would be wrong to write off engineering as a dinosaur as it would be to over-emphasise the importance of electronics. Scotland needs both and the struggle now, industrially, is to ensure that the one can survive and rebuild as the other continues its rapid growth.



Don Garrick, managing director of the Weir Group, turndown to profit at the expense of halving of jobs

Business survey

Whether the progress made by companies such as Weir and Govan represents a new defensive line which can be held, or whether further retreat is in prospect, remains unclear. According to the latest Scottish Business Survey produced by the Fraser of Allander Institute at the University of Strathclyde—39 per cent of respondents in mechanical engineering were less optimistic about the state of business than three months earlier. Employment prospects continue to look poor, too, with companies in the sector increasingly likely to seek strength through overseas diversification or through increases in the capital intensity of their operations.

Weir sees an increasing proportion of its business coming from the sale of "software" expertise — its design and consultancy services. A similar shift away from dependence on Scottish-based manufacture has been taking place in other companies.

There is a prospect of a boost for the order books of Scottish engineering companies from the new round of investment taking place in the North Sea, a much higher proportion of which has to be placed with UK suppliers.

Several Scottish companies Babcock and Weir among them could also benefit from a decision to go ahead with the pressurised water reactor at Sizewell.

Realistically, however, the prospect of cutting the cloth to match their resources looks like going on for Scottish engineers.

He is typical of the new young, articulate breed of trade union leaders trying to associate his movement with the new developments in the economy while not deserting the old. "The trade unions are conscious of the need to create jobs but we also realise that we cannot rely on the traditional industries to create this employment. We've got to back the creation of new industries."

Henderson, like other trade unionists in Scotland, is deeply critical of the Government's cut in regional aid policy, effectively a £30m reduction in the size of grants.

The movement has been through a tough year with the miners' strike causing a considerable rift within union ranks. The miners' strike and the threat to the Ravenscraig steel works led to the steel workers backing management pickets using road convoys.

Henderson points to the problems within the unions in confronting the new industries such as electronics where only a small proportion of the 40,000 workers are unionised.

The unions would do better if there was one house agreement for the industry.

Nevertheless, Honeywell computers near Glasgow, and Tuxem in Dundee which specialises in assembly, have union representation.

In the oil industry which employs something over 60,000 people in Scotland, trade union membership offshore is not as strong as onshore, according to Henderson. Like the electronics companies they pay above the odds and often set up their own "consultative mechanisms".

MARK MEREDITH

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Telephone: (031) 226 6655

UK Head Office:
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Telephone: 01-626 5678, Telex: 883412 BNP LNB

Knightsbridge: 01-581 0104 Berkeley Square: 01-493 9559
Manchester: 061-228 0611 Leeds: 0532-443633
Birmingham: 021-236 9735 Edinburgh: 031-226 6655

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Moreover, it provides a major source of jobs for men at a time when many of the new jobs being created are for women. Scotland's educational system, too, remains well equipped to produce technically qualified recruits for the industry.

Just as importantly there are good growth prospects internationally in several sectors in which the Scottish engineering industry competes in, oil and power engineering being the most pertinent examples.

The companies that have survived have in most cases had to come through fire, and, although the experience of each is somewhat different, there are some common themes.

To take just one example, the Weir Group, which has to be rescued by a group of institutions after slipping into losses of £8.25m in 1980, has subsequently returned to profit. Its turnaround has, however, been at the expense of a halving of jobs—down from 9,000 to around 4,000 and the elimination of a range of activities.

The group, which like much of the rest of the Scottish engineering sector, grew up to serve the shipbuilding industry, has withdrawn from fields entered in the 1950s and 1960s when the prospects and opportunities for UK engineering businesses were very different.

Scaled down
Rubber and plastic moulding activities have gone along with the scaling down. "Our way to grow will be by staying close to what we know and we will not be moving into areas that are unfamiliar," Mr. Don Garrick, managing director, observes.

The familiar, as far as the Scottish part of the group (one of the few Scottish engineering companies still connected to the shipbuilding industry), is pumps, and here the company has on its hands a strong product in its downhole pump, a brilliant reworking of an old idea.

Developed at the request of BP the hydraulically operated device is designed to overcome the problems oil companies were facing with electrical pumps in seeking to enhance recovery from wells which had already delivered all the oil they could by their own pressure.

To date Weir has supplied or has on order, pumps to a value of £2m.

Shipbuilding has of course been through a similar process of rationalisation. At the British Shipbuilders subsidiary, Govan Shipbuilders the last few years have seen strenuous efforts to bring down losses.

The workforce has been cut back to about 2,000 and even more importantly working practices have changed to embrace much greater interchangeability—a change in the habits of a lifetime. Mr. Eric Mackie, the Ulsterman now running the yard, notes.

The yard now claims to be generally competitive with other European yards, if not with the Japanese or Koreans, but it has tried in any case to move out of direct competition with the Far East by mov-

NEWS REVIEW

BUSINESS

Ferranti in Scotland

Ferranti ple recently announced a major reorganisation within Scotland. Ferranti Industrial Electronics Limited is responsible for the industrial systems and components business of the Scottish Group and Ferranti Defence Systems Limited for the air, sea, land and space systems.

Seafire contract

The Edinburgh based Electronics Department of Ferranti Defence Systems has received a \$3 million contract to supply laser rangefinder/designators to Texas Instruments for the U.S. Navy "Seafire" weapon fire control system. The laser will be used in the system's electro optical director for long range designation of targets for laser guided ordnance.

Ariane success

Arianespace, the European commercial space transportation company, successfully launched Ariane V11 on November 9 from Kourou, French Guiana. A Ferranti inertial system produced by the Navigation Systems Department in Edinburgh, formed a vital part of the rocket's guidance and control system. As a result two commercial satellites, Spacenet 2 and Marsat E3 were precisely injected into orbit.

Briefly . . .

Ferranti Industrial Electronics, Dundee has installed a Ferranti CNC laser system at the Heaton works of NEI Parsons for trimming the flash off forged turbine blades.

ADVERTISEMENT

● RADAR

£6m radar order

The British Aerospace Dynamics Group has placed a £6m order for Seaspray Mk 3 radar equipment produced by the Ferranti Defence Systems, Edinburgh. The order follows the selection of the Seaspray radar/Baa Sea Skua missile combination for Italian built Augusta Bell 212 ASW maritime helicopters which are being supplied to a NATO customer. Sea Skua is a sea skimming missile which homes on a radar illuminated target. The combined weapon system based on a Seaspray radar was originally developed for use on the Royal Navy's Lynx helicopter and it proved to be highly effective during the South Atlantic fighting in 1982.

● TELECONTROL

Mossmorran on stream

With the recent official opening of the Mossmorran-Braefoot Bay Complex the Mark 2A telecontrol equipment, supplied by the Data Systems Group of Ferranti Industrial Electronics, is now operational. The pipeline system conveys various natural-gas liquids from the gas-fractionating plant at Mossmorran in Fife, Scotland, to the terminal at Braefoot Bay on the Firth of Forth, for loading on to sea-going tankers. At both sites Ferranti equipment monitors plant status, such as valve

positions, and parameters such as pressures, temperatures and flows. This information is passed to the control centres at both ends of the pipeline for use in the process computer and for display on mimic diagrams so that both centres have full information regarding the operator status and integrity of the complex. This original contract to Ferranti to supply Shell (UK) Exploration and Production—operating on behalf of Shell Esso—was placed by Ralph M. Parsons Company Limited.

The good news is

FERRANTI

Selling technology

Scotland 3

Well placed to capitalise on self-generating expansion

Electronics
RHYS DAVID

FOR THE promoters of Scotland in the Scottish Development Agency the last few years have gone like a dream.

The latest wave of big names attracted to Scotland—Nippon Electric Company (NEC), Burr Brown, Wang Laboratories, ACT, Mitsubishi, and Sino-Etsu Handotai among them—are part of the top league of electronic businesses, and they join an already distinguished list of high technology manufacturers which have located north of the border over the past decade, many of which have also been investing in new projects.

The statistics which the SDA's electronic unit rolls out are cumulatively impressive: more than 300 companies in the electronics field spread across defence and industry, telecommunications, information systems and integrated circuits, employment of more than 40,000 people; the biggest concentration of semiconductor manufacture anywhere outside the U.S. and Japan; total computer production now estimated to be running at more than one million units a year, and boosted by five major projects in the last two years (including IBM's personal computer), high technology investment in three years estimated at more than £1bn.

Scotland's undoubted success in attracting these chunks of investment, at a time when its traditional industries have been contracting sharply, has been built on a happy combination of factors. The European market is, in population terms, the biggest individually in the world and has been growing fast, with the UK showing some of the strongest gains.

Because of high barriers to entry, the EC—17 per cent, for example, on semi-conductors—a European location has become essential for U.S. and Japanese companies wishing to share in the growth.

Inward investment

At the same time, electronics is by no means new to the country with some businesses—such as Ferranti—moving north of the border during World War II, and others, notably IBM, Honeywell, and Burroughs having chosen Scotland 20 or 30 years ago in the first post-war expansion of inward investment into the UK.

Their presence, and relatively favourable experiences, have served as an encouragement to other U.S. concerns looking for a first base in Europe, and the Japanese have followed, influenced in part by a wish to operate from an English language environment. There has, too, been the attraction of grants, and the assiduous courtship of the industry by Scotland's development bodies.

Sometimes by accident, and sometimes by design, other factors which have created the conditions for favourable growth by the industry have fallen into place, even if it does not amount to the "critical mass" effect mentioned in some

quarters—the belief that the industry's growth is now self-generating.

The availability of good quality staff is one. In the last three years, for example, undergraduate entry to Scottish universities in physics and electronics has increased by 50 per cent and at technician level the number starting courses has more than doubled.

Scotland's universities have moved, too, into areas of research where they can offer support to the electronics industry. Edinburgh has become an important centre for research into very large scale integrated circuits (VLSI) and artificial intelligence. Glasgow is also studying the latter and along with Heriot-Watt has interests in opto-electronics.

The availability of VLSI support close at hand is regarded as a significant bonus by NEC

such project of this kind in the UK.

The way all these factors have been able to work in Scotland's favour is illustrated by NEC, which had narrowed down its choice to the UK or Germany. The balance was tipped in Scotland's favour according to Mr Masamichi Shirahashi, the managing director by the Government's financial package, infrastructure, language, availability of graduates and support industries.

Wang Laboratories which has moved to Stirling concurs: "From a marketing point of view the UK made the best sense and Scotland was chosen because of the workforce and infrastructure," Mr John Dolan, the plant's director, says.

Yet, although electronics seems to have set down roots, the fate of other industries which have transplanted to Scotland—most notably motor vehicles—cannot leave any room for complacency. Indeed some of the early electronics industry arrivals in Scotland such as NCR, Honeywell, and Burroughs were at one time bigger employers than they are now.

Changing markets

They were forced by changing markets to make substantial cuts in their operations, and even more serious problems have been encountered by Times which has been trying to carve out niches in electronics. The industry as a whole is still short of the employment total of 49,000 it reached in 1970 when its output included substantial electro-mechanical elements.

There are threats, too, posed by the changes in regional grants, and early warning signs have recently appeared of worldwide overcapacity in semiconductors, the electronics business in which Scotland is perhaps strongest. A major expansion planned by National Semiconductor, the big U.S. concern at a cost of £100m has already been delayed for this reason.

Individual companies point to other—generally not too serious—weaknesses they would like to see remedied, such as difficulties in sourcing certain products in Scotland, or in some cases in the UK. In 1980 only 30 per cent of the major European cities are distant in air time by only around one and a half hours.

The big companies' growth has spawned, too, a range of ancillary developments, with numerous companies being set up in some cases to meet some of the needs which have emerged. Perhaps the best example of this has been Rodime which supplies rotating disk memories to many manufacturers of data processing equipment in the 70 miles long by 35 miles wide strip where most of Scotland's electronics companies are located.

Just as importantly an American company, SCI Systems, has decided in the wake of a large order from IBM to establish a Scottish presence, and Indy Electronics, also of the U.S., is building a new plant for the contract assembly and test of integrated circuits, the first



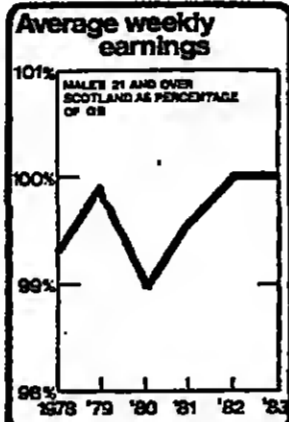
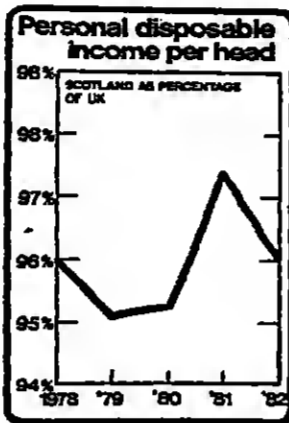
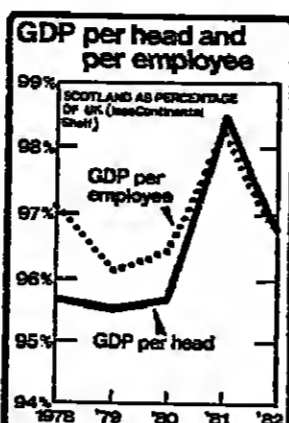
Mr Masamichi Shirahashi managing director of NEC Semiconductors (UK) one of the latest big electronic companies to set up shop in Scotland

which is planning to move to 256k RAM chips in the second 500m phase of development at its Livingston plant, expected to be completed in 1986.

Other support services, too, according to companies which have become established in Scotland, are good. Transport of products to other markets is mostly by road or, if not, by air from Edinburgh or Glasgow, and most of the major European cities are distant in air time by only around one and a half hours.

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Yet, as the SDA points out, many of the electronic companies in Scotland are following a pattern of evolution which does suggest a commitment to the area. The first stage is very often warehousing followed by assembly and testing, then integrated manufacture and finally product assembly.

The agency likes to quote as classic examples of companies making key products and marketing decisions in Scotland the three U.S. groups Hewlett-Packard, Burroughs and NCR. NEC, which only arrived in Scotland two years ago, will be substantially upgrading the quality of work it carries out when it opens its second phase.

It is one of the agency's objectives to secure a similar degree of commitment from other incoming companies and to encourage more supporting companies to set up in business alongside existing manufacturers.

If many of these support companies making the ancillary products and services the bigger groups require could be started by Scottish-based entrepreneurs, so much the better—so far Scottish initiatives like Rodime and, in banking terminals, Fortronix, have been the exception.

If success along these lines can be achieved a very soundly based electronics sector perhaps able to begin justifying some of the wider hopes placed upon it will have begun to emerge.

Rapid growth helps offset downturn in heavy industry

Service sector
MARK MEREDITH

THE ENTIRE service sector from the food business through shops, transport, and financial services, has grown strongly in Scotland since the mid-seventies. Glasgow, once the heartland of Scotland's heavy industry, is becoming today a centre for offices, the civil service and new shopping and conference centres. Services have changed the face of the city.

Services provides over 60 per cent of the jobs in Scotland. Their output accounts for more than half the Scottish gross domestic product (although measuring this is made difficult because of transport services which also serve England or services based in Scotland with most of their business elsewhere—insurance companies, for example).

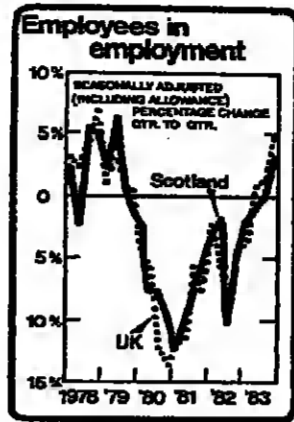
Fresh interest

An example of the new interest being shown in services are the moves now being made to compile an index of services sector output. The University of Dundee has been asked to carry out a study of the Scottish Industry Department.

The recently amended change in regional policy which will now allow the service development to benefit from regional grants will further increase the sector's importance.

The manufacturing sector has traditionally been the centre of attention. Planners have fought shy of the service sector feeling that it takes care of itself and that actually to encourage it signalled a waning interest in the fundamental problem of nurturing new manufacturing.

In Scotland the growth in services has accompanied the dis-



mal decline of manufacturing. In Strathclyde alone, with half of Scotland's 5m population, manufacturing jobs have declined by 40 per cent since 1979 and over 80 per cent of all the jobs lost in the area were in manufacturing.

Much of the existing strength of the services sector in Scotland is an important UK alternative to the City of London, and becoming increasingly active in areas of venture capital—the necessary ingredient to financing small firms and high technology.

Employment in this sector, however, is more likely to decline slightly than to increase as banking technology reduces the need for small bank branches in Scotland.

An important new area of growth for service companies is in electronics. The alteration in regional policy which now allows development grants to be made to data processing and software design, and to technical design and testing projects should act as a further stimulus to the services sector.

Signs of a revival in economic spirits

Dundee

MARK MEREDITH

DUNDEE, a victim of industrial decline, is now showing signs of recovery.

This city on a hill overlooking the River Tay had similar ailments to Glasgow. Old industries waned and with one or two sparkling exceptions there has been very little to replace them. The fate of industry, is a shadow of its former self. Engineering like-wisdoms are few. Unemployment at 18.5 per cent is above the Scottish average of 14.5 per cent.

Like a troop of missionaries, the economic revivalists have concentrated their attention on Dundee these past two years, to try to revive its flagging economic spirits.

It now has an enterprise zone, an urban technology park, and an urban and business training programme. Most important it has found a client—a much sought after U.S. company—ready to take the plunge.

In October the W. L. Gore Company announced a £30m investment which could generate 900 jobs. It was the first breakthrough for the city. The Gore factories are manufacturing coaxial cable for defence and radar operations and two further planned expansions will produce health care products.

The company has a further £5m invested in a plant elsewhere in Dundee, producing a coating material for containers carrying highly corrosive liquids. Up to 125 jobs and about 175 jobs in supporting industries could result.

In one fell swoop most of the £40m investment target sought by the Scottish Development Agency (SDA) as part of the Dundee Project was found.

The technology park idea was a marketing exercise for Dundee. It produced one-door professional promotion in place of numerous authorities and Government bodies talking at cross-purposes.

It has also depoliticised Dundee—a strongly Labour city council in a Conservative-run region. The Dundee Project is run jointly by the SDA along with Dundee District and Tayside Regional Councils. The idea has been linked to the overall high technology promotion scheme for Scotland, produced by the SDA. This would take seminal ideas for new products through their research and prototype stage at small industrial nest units such as the West of Scotland Science Park in Glasgow and then move to Dundee and the technology park when they were ready to go into production.

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1	2	3	4	5
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11	12	13	14	15
16	17	18	19	20
21	22	23	24	25

- Elephant-man's father sees, preceding his carnage, a thousand in green.
- Hundred fall off accent? Power. But could end up there as a result.
- Counsel a dangerous method. In part, for dealing with wild men.
- Which will put you at risk.
- ... in the matter of the hunt. So seek help.
- Sail water has, in itself, power to create such botanical growths.
- ... while Wallace's mer hero absorbs tiny insects.
- University studies are so organised and receiving it omitted.
- Prizes of Cumbernauld goods to the value of £250. £100 and £50 respectively will be awarded to the 3 correct entries which have, in the judges' opinion, the most apt and original anagrams.
- Ordnance on firm of stage to provide protection from dirt and rain for one of the most important of our weapons.
- Far from being a high-flyer, he became grounded.
- Use greatly apprehensive about advertisement included in weekly journal.
- Finishing touch after gargant goes through process of amalgamation.
- Blister about, taking in nothing, is not protection.
- Post lays back.
- Makes lack in the direction of cameras, for instance, to acquire a vital item of maling equipment.
- Demourning to be portlessly one so generally.
- Getting pretty.
- You can be thus given self-supporting characteristics.
- Answered for injury occurring in marching.
- Get a Senior Service into so confused quest for exact antecedent bio?
- As homage of the Normans, I please only Semmesant.
- Comparative quality of beauty-conscious winner (mitel protest to be set right). For a change, try spare can of sweetbread.

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The 24 unchecked letters (the untraced squares) can form the anagram "REPS SITE ON URBAN PHARMACY".

After solving the puzzle, devise an alternative anagram for the unchecked letters and send this, together with the solution and your business card or letterhead to "Pieces of Eight", Cumbernauld Development Corporation, Cumbernauld House, Cumbernauld G67 3JH.

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Scotland 4

Expansive high-tech role sought in new industry

Room for new thinking

OIL

MARK MEREDITH

NORTH SEA oil, for all the prosperity it has brought, is still a qualified success for Scotland. Within industry and government is a feeling that Scotland could do better as the supply base for the offshore oil and gas industry, currently producing at the rate of £40,000 worth of product a minute.

This does not entirely take the form of resentment against the big oil companies which were brought in at the start of the seventies to rush Britain into oil self-sufficiency, though there is some frustration at the conservative oilmen's reluctance to sample new British equipment and their preference for tried and tested machinery.

The worry, rather, is that Scotland has missed some opportunities in this fast moving and very profitable business. In the long run its industries must build up exportable expertise in oil development for the end of the century when the North Sea is no longer the greatest offshore development of its kind in the world and the great production circus has moved on to new fields.

The North Sea has, nevertheless, delivered a lot in terms of wealth and jobs. The industry employs a conservatively estimated 66,000 in Scotland, possibly 100,000 directly and indirectly in Britain, and about 50,000 in the Aberdeen area. Around the country has grown a huge industry supplying everything from oil platforms to offshore catering.

According to Grampian region in northeast Scotland, jobs around Aberdeen should rise to around 62,500 onshore in 1996. The numbers working offshore, where Scots access are more common than American, could rise from 22,000 at present to 28,300 in 1996, Grampian estimates.

The work for the moment is in labour intensive heavy construction. There was a slowdown in the early 1980s as a result of

tax changes which according to the companies were a disincentive to further offshore investment. The 1983 budget which phased out additional petroleum revenue tax and provided tax relief on offshore exploration has brought about a new surge of actively over recent months, however.

An estimated £750m worth of contracts are expected to be placed in the next 12 months and the first nine months of this year have seen more exploration and appraisal activity than in any full year so far.

One immediate consequence is that three of the four big offshore construction yards in Scotland which were previously suffering from a drying up of orders are breathing a little more easily.

In September, Marathon oil placed a £214m fabrication order for its Brae B project. The legs (or jacket) 385 feet high and weighing 18,000 tonnes, are to be made at the big McDermott Ardersier yard near Inverness, while Highland Fabricators yard, run jointly by Wimpey, and Brown and Root, across the Moray Firth from McDermott won the £35m order for the 3,000 tonne support frame.

£5bn spending

This is the kind of business Scotland needs and the industry provides. According to Esso Petroleum the oil industry spends about £5bn a year offshore. It estimates that £43bn has been spent in the past 20 years in development and production and £1.5bn in maintenance and servicing costs. Esso also calculates that in addition to the 25 oil, and six gas, fields in production in UK waters an additional 90 can be expected to be developed by the year 2000.

In the case of a UK oilfield of 75m barrels of oil over a 15-year period, Esso estimates that construction will account for £400m of the development costs. Recent signs that offshore construction costs are coming down have been some encouragement.

Another survey by the UK offshore operators association estimates that there could be

orders for around 100 offshore platforms, 1,250 to 1,550 appraisal and development wells and 2,300 to 3,100 miles of offshore pipeline.

The main area of concern over Scotland's performance centres on higher technology products and it is here efforts are being made to generate new thinking.

The Government has been trying to encourage oil companies to offer "full and fair" opportunities for British suppliers through the licensing procedure. Future licensing will also take into consideration the amount of research and development work for offshore work which the oil companies carry out in Britain.

This, according to BRIT an organisation which wants greater technological involvement for UK companies, is a step in the right direction.

The main monitor for UK participation in this industry is the Department of Energy's Offshore Supplies Office based in Glasgow. It annually tallies up the offshore contracts and, has estimated that today more than 70 per cent of the offshore contracts go to British-based companies. What rises BRIT, however, is that the UK subsidiaries of multinational companies are included in this percentage.

A new element at work is the Scottish Development Agency which has had a notable success in fostering the electronics industry in Scotland. The SDA has set up an office in Aberdeen to see what it can do to encourage greater penetration by industry.

Mr John Condliffe, the Aberdeen director of the agency, intends to take a new approach to the problem. As in electronics, the aim will be not to beat the multinationals but to join them. Within the big groups there will after all be managers who will want to go solo and make inroads into the market themselves. Yet while spin-off is at the heart of the policy of encouraging inward investment into electronics, can it work in the offshore world?

Mr Condliffe feels that a Houston, Texas-like proliferation of companies can happen in Scotland in the oil industry

similar to the growth in electronics in "silicon glen."

Many of the same promotional methods are now being employed to attract U.S. oil service companies into Aberdeen or into Scotland in general. Strathclyde around Glasgow has hopes for oil off the west coast and other parts also see a future in oil.

The agency last month announced that the Texas-based Gerhart Industries planned a £12m project North Sea centre in Aberdeen with a wiring training school and regional technical support unit.

The SDA hopes there will be others. Marketing initiatives pressing home the point that the North Sea has been the toughest test bed yet for offshore engineering, should help.

Three areas

A survey by engineering consultants, W. S. Atkins, has isolated three areas where Scottish firms in particular could make their mark: first downhole products. As oil reservoirs decline, methods of injecting gas, water or nitrogen are being developed to maintain the upward pressure of oil and enhance recovery.

Second is sub-sea systems: here some headway has already been made by UDI, a subsidiary of John Brown Engineering, in developing equipment able to work at great depths and assist in the growing market for inspection and maintenance equipment. Small unmanned remotely operated vehicles equipped with television cameras and monitoring equipment can scan a platform leg for possible signs of stress in the steel work or check on the operation of the sea bed wellhead.

The third area is electronics itself which is moving slowly into North Sea activities. The next generation of platforms will have more computers on them for instrumentation and control systems. The opportunities, with a bit of help for companies and some of the use of the growing capabilities of venture capital in Scotland may help the computer engineer in Scotland look offshore.



Highland View

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Forestry

MARK MEREDITH

FORESTRY IS coming into its own in Scotland. Much of the country's 229,000 hectares of productive woodland is reaching its maturity and the point when downstream industries can start tapping the Pine and Sitka Spruce for a range of wood products is nearing.

This is Western Europe's last uncommitted timber resource. But like many other areas of industry in Scotland, public sector initiatives have been needed to prod private enterprise into action.

The initial results look encouraging. Construction is under way for Britain's first structure board plant, a £18m venture near Inverness, producing a board with compressed strands of wood giving the strength of plywood and the lower cost of chipboard.

There are hopes too for more sawmills and possibly even a pulp mill.

The outlook is encouraging although Scottish forest production by the turn of the century may be less than 1 per cent of the European total.

Shaky past

Britain imports over 90 per cent of its timber and much of its pulp. The market is ripe for import substitution from Scotland, although a shaky past in this industry has made some private sector capital shy away.

Over the next 15 years the production of sawlogs—trees over 30 years old suitable for timber—is expected to rise by 80 per cent. Production of small roundwoods—trees between 20 and 30 years old and suitable for wood processing into board and paper products—could rise by 130 per cent or more.

By the year 2000, Scottish forests will form about 40 per cent of total UK woodland (they amount to just over one-third at the moment) and according to industrial estimates output could double again in the following 20 years.

The closure of the Wiggins Teape pulp mill in Lochaber near Fort William, in 1980 with the loss of over 400 jobs did much to jolt the confidence of the industry, although in retrospect the failure did not lie with the wood or the market.

But the initiatives by the Scottish Forest Products Development Group—bringing together the Scottish Development Agency, The Highlands and Islands Development Board, The Forestry Commission and the private forest owners has produced a co-ordinated public-private sector approach.

Whatever the hopes for encouraging private sector growth in downstream industries in Scotland it is unlikely the Government's Forestry Commission with over 60 per cent of

planted area will decline as a force. Even for the private sector the commission is now the main centre for the administration of grants, and the headquarters for research and advice.

The commission is currently trying to reduce its call on Government grants by selling some of its woodland. Around £56m was raised last year with the sale of 72,000 hectares. The commission has also cut costs through a reorganisation of its regional offices.

Scotland's fishing industry is not as straightforward as forestry. Accounting for the majority of fish landed in the UK, it has been in considerable turmoil since the mid-1970s when, with the Cod War, Britain lost its distant water fishing fleet. Since then has come the tortuous road towards

a common fisheries policy within the EEC and measures to prevent overfishing.

According to the Sea Fisheries Authority (SFA) about 500,000 tonnes of fish are landed in Scotland, out of the UK total of around 775,000 tonnes. Over 7,000 of the UK's 16,300 fishermen are based in Scotland. Peterhead in North East Scotland is the top port in the UK in terms of the value of its fish landed. In 1982 £42.7m worth of fish came ashore, twice the value of second-placed port, Grimsby.

Marketing problem

A fundamental problem for the industry, in the view of the SFA is its lack of marketing awareness. This year the authority launched two promotions to encourage sales of her-

rings and kippers, with a consequent large jump in sales.

The board would like the industry to be more active in the levy it pays, taking into account that forceful marketing can go a long in improving sales of fish.

Marketing improvements are being applied to Scotland's agriculture, in an effort to improve the livestock returns for hill farmers. Hill (Highlands and Islands Livestock Limited) was set up by the Highlands and Islands Development Board last season to add some competition to the auction and road side sales which work against the small hill farmer.

The system has about 1,000 members out of the 18,000 hill farmers in Scotland and has through direct sales to buyers improved returns by five to 10 per cent for some farmers.

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Monday December 17 1984

An agenda for tax reform

THERE IS little doubt that the Government will announce some big tax cuts in the budget next March. Yet its commitment to serious tax reform looks much more questionable. Mr Nigel Lawson's sweeping overhaul of corporation tax last March was well received but the Chancellor now faces a more arduous task: the reform of personal taxation.

Mr Lawson's personal commitment to tax reform is not in doubt. He has helped to popularise a new tax philosophy: fiscal neutrality, the doctrine that taxes should not unnecessarily influence personal or corporate decisions, is fast gaining support. Unfortunately, the Chancellor's room for fiscal manoeuvre next March is being squeezed by the senior ministers and Tory backbenchers who cling to the old-fashioned belief that taxes should be used to encourage what is deemed desirable—for example, home ownership—and to penalise what meets with disapproval.

If Mr Lawson is to achieve durable reform, he must refute the seductive argument that fiscal policy should remain interventionist at the margin level. Such a case would have to be made for particular concessions, the cumulative effect of well-intentioned intervention is unacceptable complexity, distortion and loss of economic efficiency.

The Chancellor might have found battles on particular fronts, such as pensions, easier to fight had he followed the example of his counterpart in Washington, Mr Ronald Reagan, and published a comprehensive set of proposals and criteria for tax reform. But this lacuna need not prevent Mr Lawson setting some medium-term goals next March.

The fundamental objective should be to broaden the base of direct and indirect taxation as and when this proves to be practical politics. The momentum of public spending programmes make this the surest route to steadily falling tax rates. But fiscal neutrality also requires more specific objectives: at present, the tax system discriminates unnecessarily against employment, work effort and saving, and fails to compensate adequately for inflation.

The fiscal bias against jobs is most evident in the structure of national insurance contributions which act as a pure tax on employment. A long-term goal might be to incorporate national insurance into the general tax proper, which, because it is levied on interest as well as wage income, is a tax on both labour and capital. In the

shorter term, the tax could be restructured so as to stimulate employment, perhaps along the lines proposed by Professor Richard Layard of the London School of Economics.

A second priority is to reduce the disincentive effects of taxation, which bears unnecessarily heavy on earned as opposed to unearned income. The abolition of higher rates of income tax, for example, could be financed by a much tougher regime for taxing the transfer of wealth. Efficient means of alleviating poverty, a rise in allowances helps everybody; the efficient relief of poverty requires a more precise targeting of benefits.

Incentive

The problem of incentives is especially pressing at the end of the income scale. The raising of thresholds to disentangle the tax and social security systems is desirable, but it is not the most cost-effective means of alleviating poverty. A rise in allowances helps everybody; the efficient relief of poverty requires a more precise targeting of benefits.

A third priority should be a further shift towards indirect taxation. Any income tax involves the double taxation of savings—a serious distortion. An extension of value added tax would be a back door route to some of the benefits of the direct expenditure tax recommended by the Meade Committee. VAT is "regressive," hitting the poor harder than the rich, so any extension should be accompanied by appropriate changes in income tax to maintain the progressive nature of the tax system.

Fourth, as the U.S. tax reform proposal argues so eloquently, any commitment to fiscal neutrality remains skin deep unless the distorting nature of inflation even at 5 per cent is recognised. At present, about half of the interest income subject to tax is fictitious, while about half of the interest expense relieved, including that on mortgages, is really repayment of capital. There is also little justification for the taxation of nominal, rather than real, capital gains.

Fiscal reform is painful, so the present stress on tax cuts is unsurprising. But, in the longer term, reforms to ensure that decisions are based on economic rather than fiscal considerations may be as important as tax reduction. It would be disappointing if the momentum for reform, evident in Mr Lawson's first budget, were now to slacken.

Chink of light in Cyprus

SR PEREZ DE CUELLAR, the United Nations Secretary General, has skillfully opened up the prospect of a new dialogue between the Greek and Turkish communities on the island of Cyprus. It is, however, far from clear that the dialogue, once it resumes, is sure to lead to a stable settlement. Historic animosities and recent rivalries are too strong to render success assured.

The task before Sr Perez de Cuellar and the leaders of the Greek and Turkish Cypriot communities, President Spyros Kyprianou and Mr Rauf Denktaş, is to repair the damage caused in a flurry of events 10 years ago. In 1974, the then Greek dictatorship engineered a coup against Archbishop Makarios, president of a unitary Cyprus, and Turkey responded with a full-scale military invasion.

As a result the island was in effect partitioned. At least 170,000 Cypriot Greeks were driven from their homes in the northern Turkish-occupied section of the island. Long-standing enmities between Greece and Turkey, which regard themselves as the protectors of their respective cousins on Cyprus, were aroused. Constant bickering or worse between Greece and Turkey, both members of Nato, cannot but threaten the effectiveness of the alliance on its south-eastern flank. A settlement in Cyprus would remove only one bone of contention between Ankara and Athens. But as events in 1974 and their consequences have shown, it is an important one.

The fate of the island looms large in the national consciousness of both Greece and Turkey. A fair settlement there could at least help to reduce tensions between the two Nato members. Much can still go wrong before the shadowy outline that is becoming visible assumes a firmer shape. Sr Perez de Cuellar has been working towards a federal solution in which foreign affairs and other key matters would fall under the jurisdic-

tion of a federal government. In the federal parliament, representatives of each community would receive something like blocking rights on certain key issues.

Concession

Something along those lines has been talked about for several years, without there having been any decisive movement. It was only last month that the roadblock appeared to be lifted by Mr Denktaş. He then agreed to return more territory to the Greeks than had previously been thought possible. He also ceased to demand that there must be two presidents of the federation, one Turkish, one Greek.

The territorial concession appears to be clear enough. As regards the presidency, all will depend on what Mr Denktaş is ready to concede in detail. A presidential system with the power of veto on policy and administration could be abused to paralyse the federal system and would not be acceptable to the Greeks without safeguards.

An assessment would be easier to make if there were more clarity about the outside influences that were brought to bear to help Sr Perez de Cuellar. The U.S. appears to have leaned on Ankara in the interests of greater harmony within Nato. Moscow also appears to have worked for a solution behind the scenes, perhaps because it prefers a non-aligned Cyprus federation to an island split between Greece and Turkey (or possibly even annexed to Turkey alone).

It may turn out to be the key question whether Ankara, with its influence over Mr Denktaş, has shifted its position or has merely made a tactical move to gain sympathy in the world and improve its bargaining position. Should that prove to be the case the cause of stability in the eastern Mediterranean will not have been served. Only if the issues are faced rather than evaded can Sr Perez de Cuellar's work lead to full success.

OVER THE weekend Britain's most successful insurance salesman sold the biggest life policy ever written. Mr Mark Weinberg, chairman of Hambro Life, has agreed with BAT Industries on a £600m price for one of the top five companies in the UK, but this nearly doubled its year-old commitment to the financial services sector.

The takeover by BAT—which is agreed by major shareholders and the board—is plainly good news for Hambro Life shareholders, and will probably go down better with the 3,000 or so sales force than last spring's aborted merger with the financial conglomerate Charterhouse J. Rothschild, which threatened to bring huge management upheavals and unpredictable changes in direction.

Hambro Life's management team will now stay intact, and the company will be largely autonomous within BAT's financial services division.

All the same, the precise relationship with its new owners, and with its new fellow subsidiary Eagle Star, an even bigger purchase by BAT a year ago, remains to be established. And the underlying strategic dilemmas which have been faced by Hambro Life are not solved by this deal alone—although access to BAT's huge capital resources could make implementing the answers easier.

It was crucial to BAT that it should secure the commitment of Mr Mark Weinberg and his top management team, including Mr Weinberg's number two (and one-time Johns Hopkins schoolmate) Mr Syd Lipworth. In 1970, after all, largely the same team had walked out of Abbey Life after it had passed under the 100 per cent control of the giant U.S. conglomerate J.T. Abbey subsequently had to struggle to regain its former momentum (though it has picked up in the past few years).

The success of Hambro Life, which was founded and financed by the Hambros merchant banking group in 1971 but which came out from under its wing in 1983, has depended very much upon three creative flair of Mr Weinberg and his colleagues, including Mr Lipworth. Although once something of a maverick, Mr Weinberg has moved steadily closer to the mainstream of the life assurance industry.

A year ago, for example, Mr Weinberg was appointed to the seven-man team which advised the Social Services Secretary Mr Norman Fowler on personal pensions. Last summer he was one of the group of 10 financial experts who advised the Governor of the Bank of England, Mr Robin Leigh-Pemberton, on a new structure for investor protection.

Since going public in 1976 Hambro Life has shown remarkable growth, but competition has also been fierce in the unlinked sector, and the company has begun to show signs of running out of steam. The abolition of life assurance premium relief in last March's Budget has affected its sales



Mr Mark Weinberg

quite noticeably in the past six months or so.

For several years, Mr Weinberg has been considering how Hambro Life could expand into broader areas of the financial services sector, and with this in mind he absorbed the Allied Hambro unit trust group in 1981, and a small licensed deposit taker called Dunbar in 1982.

By 1983 Hambro Life was ready to launch a "Financial Management Programme" aimed at wealthy individuals. The aim was to tie in a high interest bank account with a range of other investment services.

But at this stage Mr Weinberg's previously sure touch proved to be lacking. The FMP was something of a flop, pulling in only around 1,000 accounts on its first year, and although it was re-launched on a modified basis in October it still remains to be seen whether Hambro Life is yet anywhere near the right formula.

Mr Weinberg talks enthusiastically about the scope for marketing financial services on an integrated basis—satisfying the customer's need for insurance, life cover, mortgages and other loans, deposit facilities, and investment advice without the need to trail around a variety of specialist outlets.

The concept of a financial supermarket intrigued Mr Jacob Rothschild, chairman of C.J.R., and the idea of a merger, supported by the fact that C.J.R. itself was short of management in depth, and that Hambros was plainly a weak holder of its remaining 24.8 per cent stake in Hambro Life.

But the deal proved to be a dinner party concept that failed to stand up in the cold light of day. In the face of a sagging share price C.J.R. soon backed away, though it will now make a healthy £40m profit on its Hambro Life stake.

Mr Weinberg was being proposed as the new chief executive and joint chairman of the combined group, with Mr Jacob Rothschild remaining as non-executive joint chairman. The plan was to develop an international financial network, including a strong presence in the U.S.

But a sceptical City of London was not convinced that the merger was a practical proposition. Meantime the Hambro Life salesmen were worried that their top management's attention would be diverted elsewhere, instead of being concentrated on delivering them a top quality range of products. And it is important to keep salesmen happy, given that it is easy for them to walk down the road to join the competition.

The deal with BAT is a much simpler change of ownership without the tangle of structural complications which threatened to result from the merger with C.J.R.

But from the initial publicity it does not look as though BAT will provide any direct assistance in extending the breadth of Hambro Life's operations. There is to be no marketing co-operation with Eagle Star for instance, even to the extent that Hambro Life salesmen would sell Eagle Star motor or household policies, let alone in terms of dove-tailing of the two companies' mainstay life assurance and personal pensions products.

This will leave Hambro Life still dependent on its effective

in product areas where commissions are modest. Mr Weinberg believes that big rewards await the innovator who successfully cracks the problem of retailing a range of financial services.

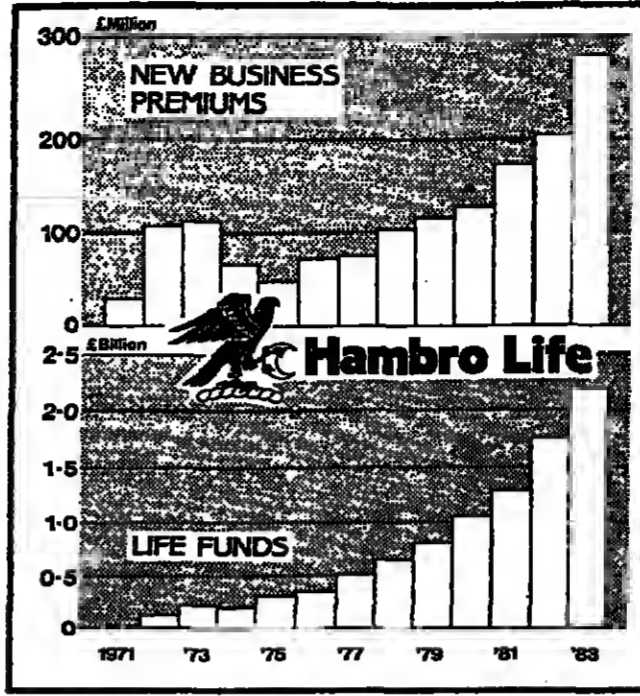
If Mr Weinberg finds that his schemes need more capital than originally envisaged, he has come to the right place. One of the biggest cigarette producers in the world, BAT has for years been using its historic strength in tobacco to buy a more diversified future. In the past year alone, the multinational group has invested in yet more paper mills and department stores, put money into an orange juice plant in Brazil, and cut its losses by pulling out of cigarette distribution and food retailing.

Overshadowing all of these manoeuvres, BAT, in January 1984, plunged into the apparently alien business of insurance, paying almost £1bn for Eagle Star. With this week-

BAT AND HAMBRO LIFE

The dilemmas that lie ahead

By Barry Riley and Jeremy Stone



Mr Patrick Sheehy

end's agreed offer BAT has established itself as one of the top five players in the UK life assurance game.

The need to change the shape of the business has been accepted for many years, as the only way to secure its long-term growth. BAT's basic business "tobacco" is a prodigious cash spinner, which the group is still making about 70 per cent of its profits, but it is as mature as its core.

The pattern of diversification took a generally unexpected turn 12 months ago, however, when BAT joined the auction for Eagle Star, one of the largest composite insurance companies in Britain, taking in all the major categories of business from life and pensions to motors and workers compensation.

The change of course had been planned for quite some time. Mr Pat Sheehy, the chairman of BAT recalls that BAT had needed "another growth activity in the developed world" and liked the idea of financial services because the group was such a heavy consumer of them. At the very least it would know something about its new products, even if there is a big difference between paying insurance policies and running a company that sells them.

One alternative, a joint venture in financial services to the U.S., had been considered four or five years before. But that idea was dropped as too discouraging from the then U.S. administration. Another possibility, building up a UK financial conglomerate by making a string of smaller purchases, was regarded as too demanding of central management time and unlikely to bring in the skills needed for success.

In the end, BAT decided that it could only make a go of the financial industry by means of a very large takeover. In fact

but limited direct sales force at a time when Mr Weinberg's marketing ambitions are extending well beyond the bounds of his traditional product range.

Outsiders judge that the FMP has failed to catch on largely because it offers decidedly modest rewards to a sales force which responds only to the much fatter commissions available on life business.

An effective marketing system for a broad range of financial services must not only deliver a great deal of expertise at the point of sale, but it must do so

in product areas where commissions are modest. Mr Weinberg believes that big rewards await the innovator who successfully cracks the problem of retailing a range of financial services.

If Mr Weinberg finds that his schemes need more capital than originally envisaged, he has come to the right place. One of the biggest cigarette producers in the world, BAT has for years been using its historic strength in tobacco to buy a more diversified future. In the past year alone, the multinational group has invested in yet more paper mills and department stores, put money into an orange juice plant in Brazil, and cut its losses by pulling out of cigarette distribution and food retailing.

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BAT is so big that even a deal as big as Eagle Star was not enough to satisfy its appetite in this sector.

The scale of BAT's strategic problem becomes clear when the likely benefits of the Hambro Life takeover are set against the purchase price. Eagle Star's insurance business has added about 4 per cent to BAT's operating profit, with maybe another 14 per cent to come from Eagle's industrial wing, Grove-wood. So while BAT's acquisition of Hambro Life will cement the group's status in retail finance, the addition to pre-interest profits this year is unlikely to be much more than another 2 per cent. And it is admitted that there will be some earnings dilution at first. But the entire double-barrelled operation may just about have created an entity large enough to make a contribution to group profits of around 10 per cent in a year or two.

BAT's stated plan is to run its two insurance companies independently, subject only to the strategic guidance of a new holding company board. This is fully in character for BAT, which takes decentralised management as a creed, preferring to keep its eggs in separate baskets. Yet the natural expectation outside BAT is that it will need to take a fairly direct hand in managing its new assets if "financial services division" is to be more than a label on an organisation chart. On the next steps towards completing an integrated services empire would presumably involve buying some capacity for banking and security dealing services.

For the present, at least, it seems that nothing could be further from BAT's mind. "You don't necessarily want to do everything," Mr Sheehy said yesterday. "And anyway I'm not so keen on a great integrated affair." The scope for integration appears to be limited indeed. "Marketing synergies are often false," says Mr Sheehy. "Ramming the two brands of insurance together might be 'absolutely fatal' as it would be if the company's Marshall Field stores in the U.S. were forced to trade under the Saks banner."

But the question is bound to be raised whether BAT is not just making the best care for having bought two rather patchy companies, which are simply resistant to integration. Can success in financial services really be obtained this way? It is hard to think of any other major financial services conglomerate which is being built on the basis of subsidiaries that hardly talk to each other.

While there may be some room for integrating the two insurance companies in the back office — at the level of computer systems and support staff — that will probably be as far as it goes as now. That does not, of course, prevent BAT from buying further financial companies, although the company hints that additions are more outside insurance and probably outside the UK.

Barclays needs a name

Barclays is preparing to invest £200m in its new securities operation with de Zoete and Bevan, and Wedd Durlacher. But is still a bit stuck for a name for the combined company. At the moment it is known by the working title Newco.

Ideally they would like something that contains a bit of the thing that contains the names of all three. How about Barclays de Zoete Wedd (sounds like exotico house trading in futures) or Barwedwed (might win the Bardic crown at the next Welsh National Eisteddfod)? I gather that Barclays Durlacher de Zoete has been discarded even though it has a certain rhythm to it.

Barwedwed and Bevan, Barclays and Dewe, or BZW, are all perfectly respectable ideas — but not perhaps appropriate labels for the white-hot of the newly forged Citr.

Sighing over their problems the creative men agree that a good outside suggestion might even be rewarded with a bottle of champagne. But hurry. Barclays wants to announce the name next month.

Rothschild's week

It is not the good fortune of many men to be appointed chairman of the National Gallery, and to make a cool £40m, all within a week.

But Jacob Rothschild, aged 48, chairman of Charterhouse J. Rothschild, has pulled off that rare double by selling his shares in Hambro Life — leaving the City more than curious about what he will be up to next with his personally shaped and honed finance house.

Jacob Rothschild broke with the N. M. Rothschild family bank four years ago — indeed, he was forced to accept a "corporate settlement" by his cousin Evelyn de Rothschild, chairman of N. M. Rothschild. Jacob had joined the family bank (he is a great-great-grandson of the legendary Mayer Amschel Rothschild) at

Men and Matters

23 after Eton and Christ Church, Oxford, where he graduated with first-class honours in history.

At N. M. Rothschild Jacob began to crystallise his own radical ideas of what a merchant bank should be shaping up to be towards the end of the 20th century. It was inevitable that sooner or later he would strike out on his own.

He has thrived on risks ever since. One banker who knows him well says: "He is a combination of long-range thinker and opportunist," in that he is remarkably like the founder of the family fortunes judging by contemporary accounts.

Summer science

Short of ideas for a summer holiday next year. Then you may be interested in booking for a trip to Japan to visit what promises to be the world's most interesting technological event since the Great Exhibition in 1851.

The occasion is Expo '85, to be held in Tsukuba City near Tokyo between March and September. The organisers expect to attract 20m visitors.

Among the Japanese-sponsored exhibits are "brain houses" that will feature computer games and attempt to explain what goes on in people's minds, a novel sort of theatre in which the actors are mechanical robots, and a "technocosmos pavilion" to demonstrate space travel.

On a more prosaic level, parts of the exhibition will be devoted to water, steel and coffee-blending. IBM has used its muscle to persuade the organisers to give the company its own pavilion, as have Japanese companies such as NEC and Matsushita.

Britain's role is being coordinated by the Central Office of Information which is spending £1.5m in an attempt to show how science and tech-

nology brings benefits to the average citizen.

Star-gazer

Dr Henry Kaufman, Wall Street's guru of gurus, has not had a particularly successful year, he was predicting, like many others, that interest rates would move higher; than they have done.

Still, he remains the one real star of the U.S. financial markets as he demonstrated yet again when he delivered his relatively optimistic views on 1985 to a packed ballroom at New York's Waldorf Astoria.

After Kaufman stepped down from the podium, one of the financial news wires felt obliged to report that what he said had not had much effect on the markets — testimony to the influence he can wield from time to time.

But most of the 800 or so journalists and admirers who came to listen were clearly there to watch a performance, and



"We've sold a lot of these recently—mostly to Sir Keith Joseph"

they were not disappointed. Diminutive and professional, Kaufman has a great deal of stage presence, partly because of the mysterious mastery of complex material. His brief is not exactly the stuff that brings in Broadway crowds, and he gallops through it at such a rate that it is difficult to believe the most of his facts can follow the argument. But it is clear enough that he has been through it step by step.

At the bottom line, as they say on Wall Street, there must also be more than a little return to be gleaned from this kind of bravura performance. Salomon Brothers, where Kaufman is said to bring in a seven-figure salary, is currently doing better than most on Wall Street. His professional reputation has been helped more than a little along the way by Kaufman's pronouncements.

Eccentric tastes

The Eccentric Club in London's West End is closing for a year. When it re-opens it will be a different place. Around half the 800 members will have departed in high indignation—displeased with the aim of the new management to turn what has been one of the dreariest of London's establishments into a smart new club (part hotel, part media centre) on the lines of the nearby St James's Club.

New president Lord Montagu hopes that the new membership will consist of actors and artists and lively types generally, happy to pay £275 a year membership for a club with a running buffet, an audio-visual room, and bedrooms at almost half the price of surrounding hotels.

Much of the £2m redevelopment money will be spent on turning the clock back—not the clock in the Owl's Roost Bar which runs backwards, the Eccentric Club's only nod towards untoward behaviour—but the actual look of the place. The aim is an Edwardian retreat.

There could be dangers here: when the premises were authentically Edwardian they were used as a "maison de rendez-vous."

Observer



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FOREIGN AFFAIRS: THE FALKLANDS

A solution made in Hong Kong

By Ian Davidson

THE REPORT of the House of Commons Foreign Affairs Committee on the Falklands is a wonderful monument to English amateurism. It is loyal and patriotic, pragmatic and realist, constructive and well-meaning, and hopelessly muddled.

On the one hand, it supports the British Government in its refusal to negotiate with Argentina over the sovereignty of the islands, and praises its wisdom in seeking to make progress through 'practical and sensible' arrangements for relations between the two countries.



Mrs Thatcher and President Alfonsín.

It is quite possible for Britain to ignore such resolutions, but it will not be comfortable for its friends, especially those in the European Community, start voting against it. And sympathy for the Argentine demand is likely to be intensified by the restoration of the democratic government in Buenos Aires, as well as by the knowledge that Britain had been negotiating with the junta until shortly before the invasion.

Even if the British Government draws the conclusion that it cannot indefinitely exclude the question of sovereignty from negotiations, and that it cannot secure the interests of the islanders without negotiations, it must still make sensitive calculations about timing. Whatever resolutions may have been passed in the UN in 1982, no one could seriously have expected the British Government to resume negotiations in the immediate aftermath of a bloody war. Two years later, however, that particular argument should be starting to evaporate.

It is arguable that the British Government is on a hiding to nothing

The committee questions whether either country has an unanswerable legal claim on the islands, and maintains that Argentina's claim was seriously weakened by the invasion. Yet far from offering a scintilla of evidence that this unsupported assertion is accepted in Argentina, it reminds us that the new, democratically-elected government of President Alfonsín is just as committed to a (peaceful) claim over the islands as was the infamous military junta which resorted to force.

clear that "in the long run a solution acceptable to the Falklands' immediate neighbours is essential to the islanders themselves; their prosperity must depend on having decent relations with Argentina. The militarisation of the islands may be a (very expensive) insurance against another invasion, but it does not provide for a decent future for the islanders. The trouble, it seems to me, is that the British Government does not have, or at least has not articulated, a plausible long-term strategy for the Falkland Islands. In the excited flag-waving after the conflict, incautious ministers committed themselves to categorical assertions about British sovereignty and the paramountcy of the islanders' wishes.

Naturally, President Alfonsín's government would like the restoration of good relations with Britain, but it can afford to wait because all the economic and political costs of deadlock are on the UK and on the inhabitants of the Falkland Islands. After the war, Lord Shackleton recommended a series of development programmes, without which he predicted the internal collapse of the Falklands economy "in the next five years or so." But the government's response to his recommendations has so far been sluggish and incomplete, and the committee warns that time is running out for the establishment of a viable economy.

Moreover, pressure is also likely to build up from other governments. In 1982 and 1983, the United Nations passed resolutions calling on Britain and Argentina to negotiate on the sovereignty issue, and with the passage of time impatience is likely to grow, not merely from traditional third-world opponents of "colonial" powers, but also from pro-western and pro-British governments.

Lombard European growth sought by Fed

By Samuel Brittan

IT IS not until February that the U.S. Congress will hear from Federal Reserve chairman, Mr Paul Volcker, about the Fed's proposed monetary guidelines for 1985. But although it will be two months into the financial year, the financial community will somehow manage to keep going despite the suspense.

For although the Fed does not have a formal medium-term financial strategy of the British type, it does have a fairly stable policy approach, despite different emphases by different members of the Open Market Committee. A further element of continuity resides in Paul Volcker himself, who was re-appointed by President Reagan last year, and who, contrary to some earlier misleading reports, has every intention of staying in his post for quite some while. He is reinforced in his intention by seeing how many European central banks (for example France, Switzerland and Britain) have lost long-time heads and are under relatively untried leadership.

Discussion of the Fed's stance is confused because the majority of market observers follow interest rates, while some of the more academic analysts prefer the money supply. But what the Fed's statements lie awake at night thinking about is neither of these, but the state of the U.S. economy—both real output and prices. They take the slowdown in the U.S. growth rate seriously, particularly the leakage of demand into imports represented by the \$120bn per annum current account deficit. Should growth look like slipping seriously below the 3-4 per cent rate, the Fed would be prepared to take supportive action—le pump reserves into the banking system and allow interest rates to fall—on one condition that is, of course, that inflation does not stray too far outside its present underlying 4 per cent—which it would if the dollar fell very sharply. Putting together the Fed's views on real GDP and inflation, one comes out with a nominal GDP objective of about 8 per cent for 1985—down from the temporary high of 11 per cent or so in 1984. The main reason why Mr Volcker is reluctant to base his published targets on nominal GDP is a fear that they will—like the money supply—be interpreted over-literally and in a short-term and fine-tuning sense, which in practice means pressure for an inflationary stimulus every time there is a temporary shortfall. Concern in the Fed is, however, shifting from the domestic economy to Europe and Japan. Even the OECD's revised forecast of 2½ per cent European growth in 1985 does not seem an adequate contribution to sustaining the world economy and the less developed countries when U.S. growth is slowing down. The Fed can hardly press looser and cheaper money on other central banks that fear further depreciation of their own currencies against the dollar. (The Bundesbank has just announced a slightly reduced monetary growth range for next year which it claims will not be more restrictive.) As a result, U.S. observers have to fall back, unessily, on the observation that European budgets are not in deficit on a cyclically adjusted basis. The case for a fiscal stimulus is seen to be strong in Germany and Japan where inflation is low or falling (around 2 per cent) rather than in countries with structural wage inflation problems such as Britain. The best development from the central bankers' viewpoint would be a modest and gradual fall in the dollar. This would encourage European central banks to ease their policies, and start the process of correcting the U.S. payments deficit. Whether a soft landing for the dollar will occur is anyone's guess. But a conclusion does emerge if one puts together the Fed's internal and external preoccupations. This is that, although the Fed has always seen a connection between the U.S. budget and balance of payments deficits, the alarm and urgency have well and truly shifted to the balance of payments side. If Mr Volcker were addicted to adapting St Augustine he might say: "Bring me a lower dollar, but not too soon or too sharply."

Dual resident companies

From Mr F. Hayes. Sir—Having had the opportunity of examining the Inland Revenue's latest consultative document on so-called dual resident companies, I was disappointed to find that changes advocated will generate considerable benefits for the Internal Revenue Service of the U.S., without any quid pro quo in the form of, dare I say it, unitary tax concessions or any real benefit to British industry or the Exchequer. United Kingdom based multinationals have always been able, indeed in the past have been encouraged, to borrow monies in the UK and take relief for the interest, and to invest the borrowed funds abroad in a manner such that because of credits for foreign taxes, the return on funds invested generates little or not UK taxes. This is presumably because the long term investments are accepted as being worth the shorter term cost of conceding tax relief on the interest paid. What seems clear enough is that where foreign rates of tax and withholding tax take the double tax credit over the UK tax rate (as has generally been the case in the U.S.), the Inland Revenue stands to collect little or no immediate benefits from the exercise. A UK based multinational using a dual resident normally improves the Exchequer's prospects in three ways: (a) it succeeds in saving substantial U.S. taxes; (b) it thereby reduces the double tax credit available to it and brings into charge to UK tax income, or potential income, from which otherwise the Inland Revenue would have stood to derive little or no benefit; and (c) it reimburses the UK a substantial part of the tax savings which would otherwise have been paid over to the U.S. Exchequer. The Revenue's figures suggest that UK multinationals have created interest relief approaching £200m per annum. On this basis the benefit to British industry from savings of U.S. taxes is probably in the region of £120m per annum with little enough additional UK taxes being paid if the arrangements were unwound. The Revenue is, perhaps understandably, somewhat misled at the fact that it is not participating directly in the immediate benefits. There is no question however from my experience that its tax collections overall will be enhanced rather than reduced by British industry's use of dual residents. I fear that unless UK multinationals start to show enthusiasm for planning foreign taxes with the main object of benefiting the British taxman,

Letters to the Editor

this benefit to the economy of the country will be lost, yet another favour it would seem we are doing for the U.S. Treasury. The document seems to make the assumption that because the dual resident happens to be subject to tax in another jurisdiction it is therefore reducing UK taxes below what they would otherwise have been. It is open to a multinational to finance its investments, either in the UK or in the U.S. with a UK resident holding company and having the place of incorporation of a company in the State of Delaware makes little or no difference to the UK tax liabilities. It is rather distressing to find the Inland Revenue taking a narrow view of arrangements which really do not make a significant difference to the Exchequer and proposing changes which will do more harm than good to the UK. On their own figures the damage could be as much as £100m. F. B. Hayes, Coopers & Lybrand, Abacus House, Gutter Lane, E.C.2.

Letters to the Editor

trainees if it is to avoid shortages in the future. So what is the answer? It lies in developing YTS in the manner set out in the scheme entitled "Registered youth training in engineering" (RYTE) which the Manpower Services Commission and the EITB are now introducing on a pilot basis for 1,000 trainees in the industry. This scheme ensures that the wider objectives of YTS will be achieved along with the more occupationally-based requirements for the engineering industry in such a way that further skill-specific training can take place after the end of the first year. It will be possible to extend RYTE and steadily upgrade the training offered so that young entrants will receive either modular training leading to the certificate of craftsmanship or to a diploma in engineering. Thus, the answer to your request for new ideas to reduce youth unemployment lies in the extension of YTS, in one form or another, to two years, the other method at present offers the opportunity to combine an economic good (more skill-specific training for more young people) and a social good (reduction in unemployment) in a manner which makes use of existing facilities — and is therefore cost-effective. (Sir) Richard O'Brien, 140, Tottenham Court Road, W1.

Advertisement for THE HAMMERSON PROPERTY INVESTMENT AND DEVELOPMENT CORPORATION PLC. It features a large headline, a sub-headline, and a list of subscribers. The main text reads: 'US \$100,000,000 12 per cent. Notes 1989'. Below this, it lists several subscribers including Kleinwort, Benson Limited, Swiss Bank Corporation International Limited, Banque Bruxelles Lambert S.A., Banqua Paribas, Bercleys Merchant Bank Limited, Dresdner Bank Aktiengesellschaft, Morgan Grenfall & Co. Limited, Morgen Guaranty Ltd, Morgan Stanley International, Orion Royal Bank Limited, Union Bank of Switzerland (Securities) Limited, Wood Gundy Inc., and Yamaichi International (Europe) Limited. At the bottom, it provides contact information for Kleinwort, Benson Limited and lists several other subscribers like Three Keys House, Hoare Govett Limited, and Heron House.

FINANCIAL TIMES SURVEY

Rivalry between Jersey and Guernsey is keen. However, the financial communities of both islands face similar problems, as immigration constraints lead to a shortage of skilled labour.

Determined to maintain an image of stability

BY MARGARET HUGHES

WHEN A Jerseyman quips that if his fellow countryman smiles at the sight of a red sky to the west at night it's because "Guernsey's burning" he's not speaking totally in jest.

The expatriate salting away his offshore earnings to the Channel Islands in the fond belief that they are one homogenous tax shelter would be far from the truth. And Jersey's jest about the red sky aptly sums up the keen rivalry, some would say enmity, between these two islands.

It is a rivalry which allegedly dates back to the civil war, when Jersey remained Royalist but Guernsey turned Cromwellian, and which spills over into the financial sector of today.

The differences between the two islands, which have their own separate legislation, has been brought to the surface most recently by Guernsey's unilateral declaration that it wants to break away from UK exchange control legislation.

This legislation, which dates back to 1947, means that were Britain to reimpose exchange controls they would automatically apply to the islands because they, like the Isle of Man, are included within the Act. Thus the Channel Islands would have no say and no advance warning.

The Guernsey States, or Government, is to ask the British Government to repeal the law to allow Guernsey to introduce its own legislation. Were it ever necessary Guernsey could then make its own decision as to whether its own legislation would be run in parallel or independently of that of the UK.

Counsellier Roydon Falla, president of Guernsey's Advisory and Finance Committee, says the State wants to "control its own destiny".

In its economic report for the year the committee, which is equivalent to a finance ministry, and effectively runs the country, describes exchange control as one area of UK legislation which could have the "most damaging effect" on Guernsey's

finance industry and thus the State's economic well being.

Having its own exchange control law does not mean that Guernsey wants to come out of the sterling area. The Guernsey currency could still be linked to and have parity with the pound sterling as it does now, although Counsellier Falla concedes that independent legislation would permit more far-reaching changes "were it to become necessary" including a new and separate currency.

However, the main motivation for independent legislation is to be "prepared for any emergency and so to protect the islands' financial community, on which it has become so dependent."

In this context, the priority as far as Guernsey is concerned is that any future exchange control legislation should be administered locally.

Equally Mr Falla has emphasised that action over exchange control is not being used as a bargaining lever in negotiations with the British Government over the request that Guernsey, like Jersey, should contribute

to its own defence and overseas representation costs.

Though Guernsey has taken the decision to seek repeal of the 1947 Act unilaterally it had hoped to do so in conjunction with Jersey. As Mr Bruce Riley, Guernsey's commercial relations adviser, understates it, "it would be difficult to imagine a foreign exchange control barrier outside there in the Channel between us."

Discussion had been taking place between the two islands on Guernsey's initiative for the past two years or so but to date Jersey had shown little interest in the topic.

"We don't see the value of having our own legislation when so much of the island's business is within the sterling area" is the view of Mr Riley's counterpart in Jersey, Economic Adviser Mr Colin Powell. He and his colleagues within Jersey's Finance and Economics Committee were clearly surprised by Guernsey's eventual move.

Their view is not entirely shared by Jersey's financial community who feel that the

government should at least prepare contingency plans to deal with any future reimposition of exchange controls by the UK Government.

That Guernsey should be pushing for action on the exchange control front is indicative of the different ways the two islands' communities have developed.

Guernsey was slower in establishing a financial community. With the sharp decline in its horticultural industry and its higher level of unemployment it is far more dependent on, and thus more anxious to encourage its financial community.

This sector is now Guernsey's main income generator and employs more people than horticultural and manufacturing together.

Pre-tax profits of the 45 banks now residing on the island, excluding the UK clearers, are expected to total around £22m this year, up from £26m last year, with deposits topping the £5bn mark. This year Guernsey is expected to report an increased budget surplus of £6.25m up from £3.65m in 1983.

Both islands recognise that they are particularly vulnerable to outside influences as the aftermath of the 1984 UK Finance Act, which included measures to clamp down on tax havens has shown.

That is why Guernsey has encouraged the development of the captive insurance industry for which it is now a major centre.

It also explains its decision last year to grant tax exempt status to fund management groups. Guernsey is aware that with one eye on the new UK legislation on Controlled Foreign Companies, fund managers may decide to switch their funds offshore. In these circumstances it is feared managers may opt for zero tax areas like the Cayman Islands rather than the Channel Islands.

In Jersey, however, Mr Powell sees no need for providing additional tax incentives to attract companies. He emphasises that the island's attraction as a financial centre has resulted from "general policies" rather than "specific fiscal manipulation."

But then Jersey is better placed than Guernsey to adopt such a line. Its budget surplus this year is £17m and is expected to rise to £25.5m next year.

Jersey also has a more balanced economy with tourism remaining the biggest income generator, accounting for 38 per cent, followed by the financial sector at 29 per cent and wealthy residents another 22 per cent. Its agriculture has also suffered less badly than Guernsey's horticulture.

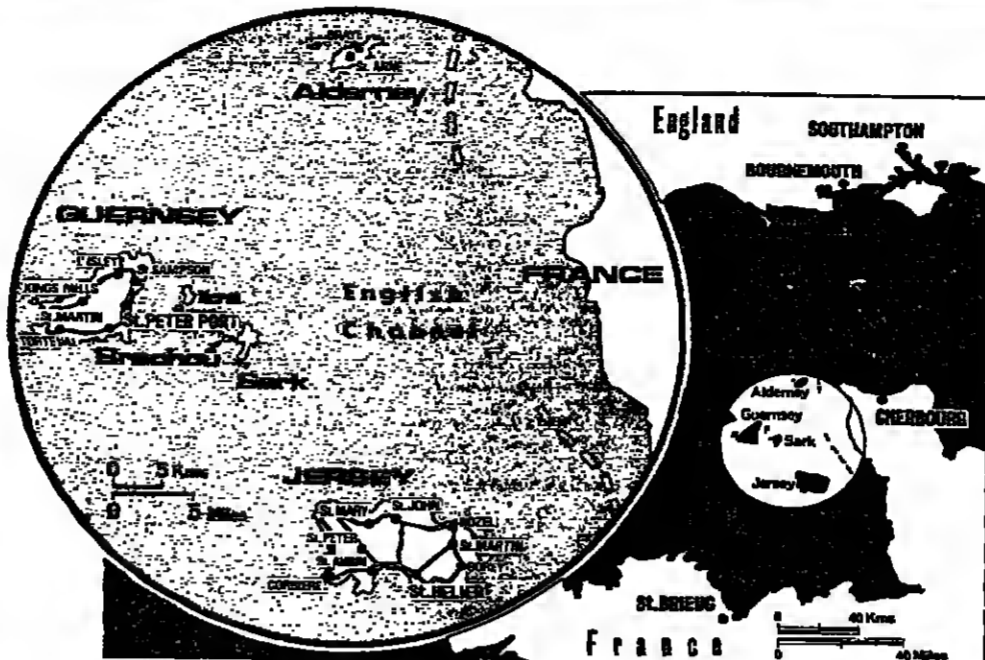
Both islands adopt a restrictive policy in allowing in new entrants, be they wealthy residents or financial institutions. Only banks in the top 500 league are allowed to set up shop and most of these are deposit takers licensed by the Bank of England. In addition both islands only approve institutions which offer diversification of business or geographical spread. The main gap in the latter category is Japan so it can be assumed any Japanese bank would find the door still fairly open.

But within these limitations the financial community per-



Registered office of over 200 companies in Jersey, with brass nameplates on display.

Channel Islands



ceives differences in attitudes between the two islands, with Guernsey being the more flexible and encouraging.

There are complaints that Jersey is becoming too complacent; not moving with the times when they are changing rapidly. Already there are signs that Jersey is losing business to Guernsey, most recently with Lazards opening an office in Guernsey to run a fund which it would normally have operated from Jersey.

Whatever their other rivalries the two islands are united in recognising that their very existence depends on retaining a "respectable," politically and economically stable image.

By allowing in only "blue-chip" names they hope that these will safeguard the islands name by protecting their own. That is not to say that "fly-by-nights" have not found their way on to the islands. As one banker there put it, "offshore centres attract rogues like a candle does moths." But the States point to the

way that an institution like the Hong Kong and Shanghai Bank stood by investors when funds for which it was trustee failed. The two governments are also stepping up their respective fraud squads and introducing more legislation. Guernsey is also about to appoint both banking and insurance supervisors.

The most pressing problem which faces and unites the financial communities on both islands is immigration.

The financial community is under intense pressure from the shortage of skilled manpower due to immigration constraints, which local residents are anxious not to be swamped by foreign bankers, wealthy tax avoiders and even tourists who overstretch the islands' resources.

The governments' task is the delicate act of balancing the two so that the resentment expressed through pressure groups does not build to the extent that it disrupts that stable image on which the islands economy is so dependent.

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Benefits from independent line

Captive Insurance

MARGARET HUGHES

A PRIME EXAMPLE of the independent route which Guernsey has taken in developing its financial community is its captive insurance industry.

Guernsey had its first captive as long ago as the early 1920s whereas captives have only been permitted in Jersey since last year when the island introduced its Insurance Business Law. So far none have been set up there and few, if any, are expected to be given that its legislation is more restrictive and the fact that the necessary expertise has already been built on the other island.

Guernsey is now the third most important offshore captive insurance centre in the world after Bermuda and the Cayman Islands and, some would say, in terms of on-the-ground management the second largest. Statistics on offshore captive insurance operations are hard to come by but it is estimated that some 180 have now been established in Guernsey against the 900-odd operating in Bermuda.

The captives established in Guernsey are predominantly the in-house subsidiaries of major UK-based non-insurance corporations. They include such publically quoted companies as Rothmans, retailers like Marks and Spencer, Tesco, Burton and Woolworth, newspaper publishing groups like News International, pharmaceutical groups, like Fisons and Glaxo, as well as names like British Petroleum, Trust House Forte and even the Roman Catholic Church, which has the National Mutual established on the island.

Generally, these offshore captives are managed by specialist independent insurance management groups such as Risk Management Captive Resources of the Stewart Wrightson Group or Transglobe.

Much of the growth in Guernsey's captive insurance industry came in the 1970s — 10 years ago there were less than 20. Within the sterling area during the days of exchange control Guernsey was the favoured location of many UK companies wishing to set up captives. Since the lifting of exchange controls in 1979 there has been something of a swing back to Bermuda which has the edge over Guernsey in being a zero tax area rather than a low tax area. However, with the intro-

duction of Controlled Foreign Company Legislation by Britain in this year's Finance Bill the pendulum may have swung the other way again.

This piece of legislation means that offshore captives set up by UK companies may no longer escape UK taxation since UK corporate shareholders in a company resident in a low tax country may now be assessed for UK corporation tax on the profits of that overseas company.

In its economic report for this year Guernsey's Statute Advisory and Finance Committee states that the main effect of the new UK legislation has been to make Guernsey "more attractive" relative to zero tax locations for new UK-owned captives. Nevertheless, Guernsey captives are not likely to come through totally unscathed by the new UK legislation. To be exempt from UK taxation they have now to demonstrate that they are bona fide insurance companies.

This means that more than 50 per cent of their business is in underwriting third party risks — not, for instance, permitted under the Jersey legislation. Alternatively, if they can remit 50 per cent of their profits as dividend back to the UK they will only be liable for tax there on those profits remitted back.

Exemption
A third option resulting in exemption from UK tax is if the parent's shareholding in the captive is no more than 10 per cent and it does not remit a dividend to the UK.

Although captives in zero tax locations have come under the closest scrutiny it is understood that at least one Guernsey-based captive of a major corporation has been closed following intervention by the UK authorities. There is also growing concern in the industry that the UK Inland Revenue may start disallowing premium relief where these premiums are paid by the parent to its own offshore captive subsidiary.

Taking on more third party business will pose additional demand on the captives which will have to place greater emphasis on their own solvency and in ensuring that those third party risks are properly underwritten.

In a sense it removes much of the safety of a captive — namely that the parent company should benefit from its own risk control measures. By insuring its risks through a captive it is estimated, too, that a major corporation can save at

least 20 to 30 per cent on its insurance costs and in many cases more.

Major corporations which normally have a large insurance premium rarely get discounted rates in the general market which reflect the level of their own risk management. By carrying some of their own insurance risks which they themselves can select they are also able to negotiate better terms and conditions in the catastrophe insurance or reinsurance market.

Overheads of captives also tend to be lower than those of general insurance companies. Some captives have underwritten third party risks by swapping risks. But under new legislation they can no longer swap risks with a captive based in the same location. This again makes the underwriting of third party business more precarious. Some companies which began as captives have come full circle becoming general insurance companies.

One example of a Guernsey-based captive which has successfully moved into third party business is Polygon managed by Transglobe. This is the captive set up some 10 years ago by three major European airlines—KLM, SAS and Swissair which has moved into such exotic areas as insuring satellites for the space shuttle programme.

Although there was some falling off in the number of new captives being set up in Guernsey, as elsewhere, ahead of the new legislation in the current year, another 15 to 20 have been established.

With the hardening of insurance premium rates the industry expects this growth to accelerate as it becomes more advantageous for companies with a hefty premium outlay to set up captives while those already providing cost benefits to the parent company should become even more cost effective.

The new UK tax legislation will, however, mean that companies will have to structure their captives more carefully if they are not to fall foul of the UK authorities, especially if they choose to underwrite third party risks with inherent hazards.

There is expected to be an increase in the number of multi-parent captives and those representing associations or institutions as pioneered in Guernsey by Captive Resources. The first of these started operating in January 1982 as the International Movers Mutual Insurance Company (IMMI) to underwrite customer deposit guarantees for members companies of the British

Association of Removers with 80 companies now participating. More recently the Institute of Freight Forwarders Mutual Insurance Company has been set up along similar lines.

Initially envisaged as a captive for underwriting customs excise duties and freight, guarantees it now provides bonding to cover the VAT payments which since November 1 have to be paid at the time of importation.

In the first few weeks of operation it has already issued £50m worth of bonds and by the end of next year expects to have written at least £200m.

The system has the capacity to underwrite £50m worth of bonds covering all imports into the UK handled by the 600 members of the Institute of Freight Forwarders.

Offshore captives have undoubtedly been used by some corporations as little more than tax filters, and many have been marketed for their tax saving advantages. But Guernsey's captive insurance management groups emphasise that the

prime motivation in establishing captives offshore is for administrative ease and flexibility. Guernsey's Captive Insurance Management Association argues that the tax advantage has only been the icing on the cake "for the genuine captive and that the new UK legislation will simply "sort out the sheep from the goats".

The association was itself set up just two years ago by the nine major management groups on the island with affiliated membership among those lawyers, actuaries and accountants also acting as captive managers, to both negotiate with the relevant authorities and introduce some form of self regulation.

Next year should also see the introduction of Guernsey's long promised insurance legislation which will put on the statute books many of the existing informal criteria on minimum capital requirements and advantages. But Guernsey's captive insurance management groups emphasise that the

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UK LABOUR PARTY VIEW

Attack on the tax haven

THE pragmatic legislation which has enabled the Channel Islands to develop as tax havens and offshore centres needs to be replaced by sweeping new anti-avoidance laws and by a thorough reform of company law.

This is the radical — and on the islands themselves highly controversial — view being put forward within Britain's Labour Party. The point has been pressed most forcibly by Labour front bench spokesman, George Foulkes, who claims that the dramatic increase in new company registrations, bank deposits, and in the value of offshore funds (most of which allegedly directed away from UK gifts and equities) is costing the UK hundreds of millions of pounds a year. Three years ago he failed in an attempt to secure passage of a private member's bill which would have limited the transfer of funds from Britain to the islands.

Particularly since the lifting of UK exchange controls in 1979, the islands have done all they can to attract funds and as competition between tax havens has grown, local controls too have been deliberately reduced, Mr Foulkes argues. Thus, in 1983, Guernsey decided to allow offshore funds to be run entirely from the island without becoming liable for local income tax. "Proposals for company law reform were quashed by the business community in 1977 for being too complicated, costly and restrictive. There are still no provisions relating to directors, auditors and secretaries and their duties, no provision for registration of external companies, no specific laws relating to the creation of trusts and the obligations of trustees, and no provisions for the enforcement of statutory requirements," states Mr Foulkes.

One traditional argument in defence of the islands is that, since avoidance of tax is inevitable, it is preferable to contain it in an area of monetary union, and that no step should be taken to jeopardise the islands' position. If the UK were ever to use its paramount power to legislate for the islands—a right which has been recognised by the UK and island Governments—the islands might opt for complete independence or the business might go elsewhere.

are, for example, still crucial to the development of financial centres. The growth in importance of the Eurocurrency markets also makes the link with the UK vital.

Also very significant for the islands is the informal voluntary agreement reached with the UK on the island banks' acceptance of monetary control under the 1979 Banking Act. "Without such agreement, and if they had opted for financial independence, the islands would have had a currency not linked to sterling but backed by a central bank. This link is of crucial importance to the islands in the competitive post-exchange control era. It was the rescheduling of the sterling area in 1972, and the inclusion of the islands in the new area, which prompted the growth of the centres at the expense of other low tax areas, such as Bermuda," Mr Foulkes observes.

Powerful factors exist, therefore, which suggest that wider anti-avoidance legislation or at least more direct intervention in the reform of island company law, and co-operation with the Inland Revenue, might be accepted, albeit grudgingly, by the islands, he claims.

The Labour Party has no formal plans to change the islands' position at this stage, its national executive committee in a recent paper developed the idea of stripping companies of their fiscal privileges if their foreign assets exceeded a certain proportion of their total assets or if they were to move their operations offshore.

The effectiveness of such a policy depends on accurate information relating to their offshore activities. If the islands are unwilling to reform their company law or co-operate with the Inland Revenue, a Labour-controlled Parliament should legislate to ensure that they do," Mr Foulkes urges.

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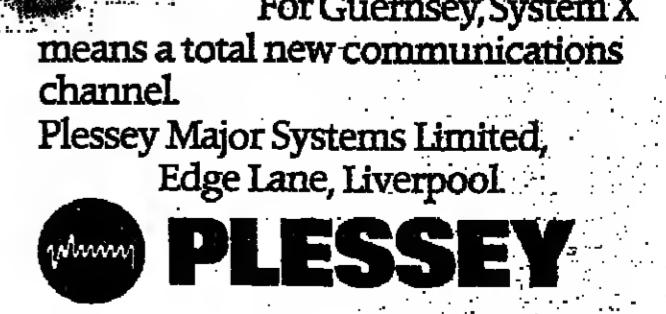
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For Guernsey, System X means a total new communications channel.

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Channel Islands 3



Scenes of Feudal Sark. The island has now been formed into a company so that health cover for the 420 residents can be obtained at business rates.

Task is to make books balance

The Smaller Islands
WILLA MURRAY

LOOKING AT ways of ensuring that their books continue to balance is preoccupying the local governments of Sark and Alderney, Guernsey's dependencies that are both under six square miles in size.

The problem for feudal Sark, nine miles from St. Peter Port harbour, is its comparative independence from Guernsey, which is beginning to require payment in full for certain services.

Alderney, the Channel Island that lies closest both to England and to France, has the problem in reverse. It is financially tied to Guernsey, which controls about two thirds of Alderney's expenditure and 88 per cent of its income.

Blanket standards that are appropriate for Guernsey are less so for an island with a tiny airport and hospital, and a population of only 2,000.

Sark's 420 residents were surprised last May, when Guernsey's Board of Health announced proposals to charge Sark patients the full hospitalisation rate of £93 a day. Until then, the small island—which does not come under Guernsey's social insurance scheme and has no hospital—was contributing £12,000 a year towards patients' costs.

An ingenious Guernsey insurance broker turned Sark into a company, so that a standard plan for business concerns providing good health cover at rates from £91 could be adapted for the island.

But that still left those who could not afford or were ineligible for insurance. Sark's only direct tax is the centuries-old quarter tax, based originally on the price of wheat. This has now been doubled from 40p to 80p a quarter to provide a hospital fund.

The tax—on property and capital—is dubbed "the guess tax" by the Sarkese.

Said the island's hereditary ruler, Michael Beaumont: "Assessment is kept low—

which is why it works. If someone wants to avoid paying it, they have to do so to stand up in Court and declare that they have not got more than so many pounds.

"At one time it was easy in this small community to gauge how much everyone was worth, but nowadays people have money tucked away all over the place."

Although he did not say so, he was perhaps referring to Sark's lucrative invisible export—directorships of Guernsey and Jersey-registered companies wanting to show they are controlled from outside so as to avoid local income tax liability.

At the request of the island's parliament, Chief Pless, a top delegation of Guernsey visited Sark in November to advise on whether authorities there could also derive money from companies seeking offshore directors, and to discuss other possible ways of increasing revenue.

The six visitors (three senior Guernsey politicians headed by Roydon Falls, president of the finance committee, the States' Supervisor, Treasurer, and the Commercial Relations Adviser) attended a closed meeting of Chief Pless.

Meanwhile, Alderney is also having consultations with

finance authorities in Guernsey. Sark is likely to raise the issue of the little island's contributions to the big spenders of health, education and social services.

Faced with a deficit of £180,000 next year forecast by "chancellor" John Winckworth, Alderney's parliament has agreed to his proposals for a series of savings.

Advocate Jon Kay-Mouat, recently returned unopposed as president of the States of Alderney for a fourth term of office, said that minor economies and "a little more income" was all that was needed to get the island's housekeeping into good shape.

He will head an in-house general policy committee that is to be set up next year following Alderney's parliamentary elections.

Another committee has been formed to advise on ways to develop commerce and light industry. It consists of a banker, a shipping executive and a retired industrialist and is headed by local MP, Roger White-Smith.

Alderney draws most of its revenue of about £21m from income tax returns of wealthy settlers, among whom are John Arlott and children's author Elizabeth Beresford.

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Independent line brings success

Communications
EDWARD OWEN

EXCEPT as investors—and share applications gave local stockbrokers their busiest day—Channel Islanders are not directly affected by the sale of British Telecom. Since 1973 Guernsey and Jersey have been responsible for all their own telecommunications.

Indeed, Guernsey has had semi-independence since 1888 when, after a legal battle with the British Postmaster General that went to the Privy Council, the island was allowed to run the telephone system within the Bailiwick. Jersey followed suit in 1923.

Full independence resulted from the conversion of the GPO into a public corporation in 1969, when the Channel Islands were invited to take over their postal and telecommunications services.

They became postally independent in October 1969, but the transfer of Britain's telecommunications monopoly to the islands had to wait until January 17 1973—the 75th anniversary, as it happened, of Guernsey starting its local service with 70 subscribers.

Under an agreement between the two islands and the UK Post Office Corporation—fully expected to continue with the privatised British Telecom—the three authorities share the responsibility and costs of maintaining the links between the archipelago and the UK mainland. Britain provides the international connections except between Jersey and France.

Even at the time of the takeover it was well appreciated in the islands that the growth of the offshore finance industry was going to put exacting demands on local telecommunications.

Since then, with the need to keep abreast of modern technology and the continued expansion of international business, Guernsey and Jersey Telecoms have achieved a sophistication comparable with that of large countries.

Guernsey Telecoms was the first authority in Europe to introduce the latest Transel ComWriter telex machine a year ago. Both islands now offer the PSS (Packet Switch Stream) facility, which enables computer information to be swiftly transferred across the world.

Over the next few years the islands will be investing between them about £40m in improving their systems. This will include fully electronic exchanges, for which after evaluating digital systems from several countries, both Jersey and Guernsey have chosen the British System X.

The Guernsey contract for System X, which is worth £7m and includes a new transmission system using optical fibre cables, has been placed with Plessey Major Systems.

Jersey's £5m contract with GEC Telecommunications for a digital exchange is the first phase of a modernisation programme that will eventually cost another £15m.

The vulnerable points in the islands' outside communications are the submarine cables that link them to British Telecom's international network and give them direct dialling to 145 countries.

Running from Guernsey to Bournemouth, and from Jersey to Bournemouth and Dartmouth, these cables cross some of the world's busiest shipping lanes and are always liable to be broken by ships dragging their anchors or by trawling.

After a four-day loss of outside telephone connections in 1979, following a similar black-out in 1977, one international banker warned that further breakdowns could threaten the islands' credibility as finance centres.

Since then Jersey, Guernsey and the UK have taken several measures to ensure that the islands are not cut off.

A standby 960-circuit microwave radio link between Guernsey and Southampton routed via Alderney and the Isle of Wight, January 17 1973—the 75th anniversary, as it happened, of Guernsey starting its local service with 70 subscribers.

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Cable severed
When a cable is severed, British coastguards and the French Crossma rescue service put out a warning to Channel shipping to try to ensure that the vessel responsible does not break further cables.

Jersey and Guernsey jointly own and use these three cables to the mainland and immediately there is a cable break a restoration plan drawn up with British Telecom swings into action to make use of alternative capacity.

This year, as a further precaution, 28 nautical miles of the most recent cable to be laid—between Jersey and Dartmouth—were buried.

As a safeguard against a local disaster such as a fire, Guernsey Telecoms is installing a second "gateway" exchange to handle outside calls.

Independence has kept down charges and led to a high level of telephone usage. Jersey has over 62,000 telephones for 75,000 inhabitants, and the Guernsey Bailiwick—which takes in Alderney and Sark—has over 142,000 telephones for a population of 54,000.

Guernsey's charges are among the lowest in the world. The quarterly rental of £6 for both private and business users has been unchanged for eight years. Unlimited-time local calls have cost 3p since 1981 and are to go up to 3.5p from January 1.

Despite this, Guernsey Telecoms is financing its modernisation programme entirely out of its own resources with no burden to the taxpayer.

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Channel Islands 5

Fierce debate on costs

Defence
HUGO GURDON

IN EARLY June the British Home Office asked Jersey and Guernsey to consider making regular annual payments to the UK Exchequer to contribute toward the cost of their defence and overseas representation.

To Channel Islanders this would not simply involve paying for acknowledged services. The request goes to the heart of their constitutional relationship with the UK and also involves deciding whether the islands benefit from British nuclear and conventional defence expenditures.

Debate of the matter has upstaged all other local issues for the past six months.

The Kilbrandon Report which followed the 1970 Royal Commission on the Constitution indicated that in strict law the British Government can legislate for the islands. But by longstanding tradition they have been left to conduct their own domestic affairs, particularly taxation.

The Government could impose a levy but this would involve taxation without representation because the islands do not send MPs to Westminster.

The Home Secretary, Mr Leon Brittan, and Lord Elton, Minister of State responsible for the Channel Islands say that they have simply made a request to which the islands may respond as they see fit. Their reaction to a refusal would, they say, be no more than "great disappointment and considerable surprise."

Nevertheless many islanders

feel that the Home Office is applying undue pressure by saying that a contribution would be not only "generous" but also the "honourable" thing to do.

They are also concerned by the possibility of more tangible forms of pressure. The local media has reported unnamed Whitehall sources as saying that if the Home Office is met with refusal it will consider sanctions against Islanders such as a poll tax on visits to Britain.

It is also mooted that a refusal might incline the British Government toward obstructing Channel Island policy decisions.

If the islands' States (Parliaments) decided to make regular defence payments and had to raise taxation as a result they would break a longstanding tradition that no local taxes are levied other than for local requirements. This tradition has been divided in recent years by votes of overseas aid but even this is usually for specific projects undertaken by local volunteers.

Different matter

The case for paying for the service is consular and other representation, particularly with the European Community, is generally acknowledged, but defence is a different matter.

The Great Wars showed that the Channel Islands—only 15 miles from the European mainland—are conventionally indefensible by Britain. They stand or fall with France and it has been suggested, mischievously that the islands should send donations not to the government of Mrs Thatcher but to that of M Mitterrand.

A more plausible suggestion is that the islands should contribute directly to Nato. This

would indicate that the islanders acknowledged the protection of the West's nuclear arsenal and at the same time avoid setting a precedent for financial ties with Britain. It would also take account of the fact that if the Labour Party returned to power Britain could be receiving Channel Island money while scrapping its nuclear commitment.

There has been some consultation between Jersey and Guernsey but there will not necessarily be a joint decision. The initial response to the request is noticeably cooler from the Guernsey establishment than from that in Jersey. Jersey gave £5m to the British Government in 1982 for the rehabilitation of the Falklands. Despite Home Office denials it is widely believed in both islands that this unsolicited gift precipitated the new request. In Jersey there is a feeling of collective foolishness and in Guernsey a resentment at being dragged along on its neighbour's coat-tails.

One member of Guernsey's Finance and Advisory Committee, which is considering the request, recently described Jersey's gift as "brash" and the committee chairman, Councillor Roydon Falla, said: "They have put pressure on us but that doesn't mean we are going to do anything about it other than what we want."

The basic premise for the Home Office case is that the efficacy of current defence policy is beyond question as much for the Channel Islands as for the rest of Britain. While saying that the islands have a free choice it has thus made honour rather than politics the basis for decision-making. Like the curate's egg, the Home Office case is good in parts.

Profile: Aurigny Air

Flexible service policy

By Hugo Gurdon

CHANNEL ISLAND air routes are notable more for their mercurial fortunes than for their longevity.

Links with Britain and France come and go, airlines appear and disappear. Three years ago even British Airways stopped operating what had been considered a lifeline route between Heathrow and Guernsey.

One company that has broken the mould, however, is Aurigny Air Services which will celebrate its 17th birthday on March 1.

It was founded by a resident of Alderney, Sir Derek Bailey in 1968 when the island was left without an air connection with its neighbours following the withdrawal by British United Airways CI of its Heron flights to Guernsey.

Aurigny—the French name for Alderney—made a modest start operating the former BUA route with two eight-seater Brittan-Norman Islanders, one of which it owned, and the other it leased.

In the years since then the airline has built up a fleet of nine aircraft including two Trilander, so called because they have three engines whereas the Islander has two.

The fleet works a tight network which links Alderney, Guernsey, Jersey, Cherbourg, Dinard, Bournemouth and Southampton.

The key to Aurigny's success has been in eschewing grandiose plans and keeping the airline very much a Channel Islands operation.

The managing director, Mr Craig Alexander, said: "We specialise in low volume and high frequency. We want to keep our network fairly tight. We have seen people come and go with routes all over the place and it does create a logistical problem."

Aurigny was bought in 1978 by a tripartite consortium including the insurance firm Thomas R Miller, and the shipping broker, Excor International and J. S. Hamilton.

But Mr Alexander said: "We are totally a Channel Islands company apart from the eventual ownership."

Keeping the Channel Islands "as the hub" gives the airline great flexibility, he says. There will always be an aeroplane available at short notice because flights between the islands take only 15 minutes.

It is basic tenet of Aurigny's management policy that if a single passenger wishes to get back to his or her home island an extra flight will be laid on if necessary.

"If there is demand we meet it," said Mr Alexander. "The cost of running one flight does not really come into it. We think the goodwill is worth it. If someone wants to get home we are not going to abandon them on the wrong island. Our schedule is a guide to the minimum we operate in a day."

That minimum is impressive. This winter Aurigny will operate at least 32 flights a day between Jersey and Guernsey.

Aurigny's high frequency allows businessmen, couriers, etc. to make very brief visits to neighbouring islands if they wish. Back in 1968 the only commuter flight between Jersey and Guernsey was a BEA Viscount at the beginning and end of the day.

Aurigny's other main customers are day-trippers, adventurous shoppers and sporting parties.

The airline does some charter work, such as the dash to France to be first back with the beautiful nouveau. Although Islanders have a range of 600 nautical miles and Trilanders 550, they are rarely used for long-distance charters.

Aurigny now has a staff of 130 and so is one of the biggest private employers in the Channel Islands. Business is good and although as a Jersey registered company Aurigny exercises its right not to reveal its annual turnover or capital assets except to the taxman, one can get some idea of its success from the fact that a Trilander costs £250,000 and the airline plans to bring two more into service by the end of the year.

Load factors are high because Islanders can be used if eight or fewer people want to travel at a given time, and Trilanders can be used if there are between nine and 16 customers.

Cargo, generally of small parcels, newspapers and documents is used on a filler basis on scheduled flights so revenue on each trip is maximised and customers can be guaranteed same-day delivery of goods.

To service its fleet Aurigny has set up a wholly-owned subsidiary, Anelo-Normandy Engineering, which also does work for other companies and private pilots. And to market itself, the airline now also owns a printing company which produces, among other things, children's stories about the adventures of a Trilander called G-JOEY and which has made Aurigny a familiar name even among the archipelago's four-year-olds.

A timely boost to income

Conferences
HUGO GURDON

THE CURRENT boom in conference business arrived at the right moment for the Channel Islands.

Tourism has long been their major industry although offshore finance has recently pushed it into second place in the earnings league. The largest island, Jersey, is only 45 square miles in area and yet is almost twice the size of Guernsey.

Being so small it has been necessary to restrict the number of tourists to the island at any one time. Jersey's Tourism Committee, for example, considers 20,000 visitors, the maximum compatible with retaining the island's natural beauty and agricultural heritage.

Tourist business expansion therefore had to come not by increasing the number of hotel beds available but by attracting higher spending visitors in off-season months.

Conference delegates fit those requirements precisely. Guernsey has had a full-time conference officer since 1977 and Jersey finally appointed one last September.

Last year Guernsey attracted 94 conferences from which it

earned about £2m. This year's figures are expected to reveal an increase of about 30 per cent. Jersey will have had about 200 conferences and earned about £4m. Jersey's conference director, Mr David de Carteret, estimates that the sector earnings could be doubled.

The islands are expensive to get to. The standard return fare from London ranges upward from £90 but conference delegates can often have this reduced by a third in special package deals.

A 260 round trip is more than for most mainland destinations. But Mr de Carteret and his counterpart in Guernsey, Mr Derek Gardiner, say that the savings once in the islands make up for this within two days.

In consequence one of the main thrusts of the islands' conference advertising—as for their ordinary tourism—is that visitors will get value for money. Another aim is to point out that they have good travel connections with mainland Britain. Guernsey can be reached direct from 17 airports in the UK and Jersey from 30.

They also expect sea travel to be more flexible with the privatisation of Sealink and new cross-Channel competition from other companies.

Both islands have large purpose-built state-owned conference centres seating up to 2,000 delegates theatre style.

An average conference has between 80 and 150 delegates. The St Pierre Park Hotel in Guernsey can cater for conferences of this size but it is the only hotel in the island which can do so. In consequence Guernsey misses business which Jersey can snap up.

Jersey has three hotels which can take conferences of this size in-house, the Grand Hotel, the Hotel de France and the Pomme d'Or, all of which have spent millions of pounds in recent years on improvements tailored to the new high earning sector requirements. All have full-time conference managers.

Apart from controlling the marketing of the Channel Islands as conference destinations, the conference officers will coax hotels-into improving facilities which they believe to be sub-standard.

They will also act as conference brokers. When one hotel cannot accommodate a conference it will, by informal agreement, refer the inquiry to the conference officer who will then try to meet the demand at a different venue on his island.

There are no national figures against which the Channel Islands conference business expansion can be compared. But there is a mood of confidence in the archipelago which suggests that the tourist authorities do not expect to be discomfited by their British-mainland rivals, the likes of Eastbourne and Bournemouth.

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Channel Islands 6

Adapting to lower tomato production

Horticulture
WILLA MURRAY

THE Guernsey Tomato Marketing Board's (GTMB) policy committee is soon to seek postal votes from 300 registered tomato growers on proposals for restructuring the producer-owned organisation.

The operation was set up by law in 1952—not without strong opposition from growers who objected to the compulsory marketing of their fruit through a central body.

The new policy report, accepted this time in general principle with little fuss at a preliminary growers' meeting, has been drawn up because of continuing decline in tomato production and gradual diversification into alternative crops.

The 65-acre Kenilworth Vineries, one of the largest commercial glasshouse undertakings in Europe, now grows pot plants, freesias, seeds and kiwifruit as well as tomatoes. In the 1970s, Guernsey had more than 650 acres of tomato glasshouses. Today there are

200, with only 148 expected to survive through 1985. Highly organised Dutch competition based on low energy costs is held to be mainly responsible for depressing what was once the island's top export.

Time—and money—is now running out for the Guernsey Tom. A price support scheme, which came into operation in 1981 when £1m was made available—was cut this year to £600,000. It will be whittled down to £300,000 next year and to £200,000 in 1986 because of the shrinking acreage.

The GTMB is recommending no change in the exclusive handling of tomatoes, but wants the law to be altered so that it can also market non-edible produce such as flowers.

In addition, it thinks that growers of other crops such as celery, cucumber and kiwifruit now marketed through the board should have a say in its running; at present the sole prerogative of tomato producers, the former members, the report points out, have been forced to give up their shareholding because they no longer grow tomatoes.

Even if the policy committee has its way, amendments to the 1952 law cannot take place until 1986 at the earliest, as the proposals will have to be fielded through Guernsey's parliament by the horticultural committee.

But it has been agreed that the board should go ahead with installing cold storage facilities for tomatoes at their Bulwer Avenue headquarters at a cost of around £95,000.

This will eventually include modern package equipment to improve the condition of fruit for marketing, since consistently high standards are seen as imperative to combat competition in the UK about £31m, and tomatoes £3m. Flower exports at nearly £21m were £1m up on the previous year.

Jersey has a livelier home market than Guernsey, and some alternative crops—artichokes, asparagus, calabrese—reflect demand from local hotels.

The island's agriculture and fisheries committee, which pays some £7m annually to growers under an incentive scheme to improve the quality of their produce, also backed a £1m advertising campaign this year for Jersey Royal potatoes.



Kenilworth Vineries, one of the largest commercial glasshouse undertakings in Europe

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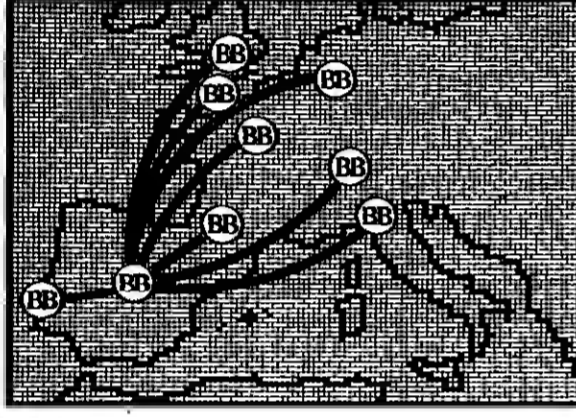
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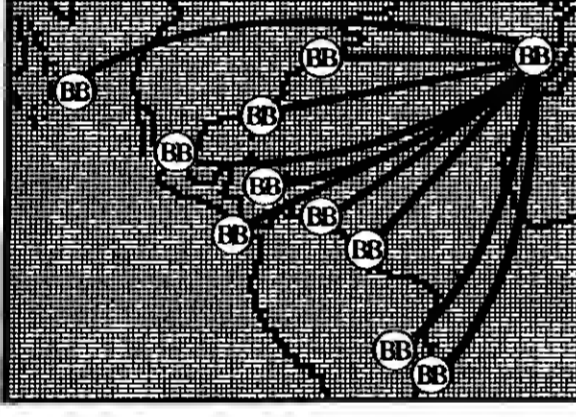
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Residency
EDWARD OWEN

IT CAN come as a shock to British visitors who decide they would like to work or retire in Guernsey or Jersey to discover that they cannot just go into a local estate agency and buy any property they fancy.

The fact that they can travel as freely to the two islands as to the Isle of Wight is deceptive. Invisibly, they have crossed a frontier and are under new rules.

These rules were introduced after the last war to try to keep lower-priced housing for local people. Over the years they have developed into quasi-immigration controls designed to see that not too many outsiders come to live in the islands and that those who do are worth having. This usually means that the newcomer must bring in either wealth or expertise of a kind not available locally.

The popular idea that one has to be a millionaire to settle in the Channel Islands is truer of Jersey than Guernsey. Jersey's law allows a housing consent to be granted if it can be justified on "social or economic grounds." The evidence has to be submitted by the applicant to the economic adviser, Colin Powell.

The accepted guideline is that, after paying for his house and the mortgage, the would-be settler must be able to offer at least £10,000 in income tax at 20p in the £—that is, be half a millionaire. However, as there is a "quota" of 15 new wealthy immigrants annually and applications usually exceed that figure, people with higher tax liability stand the best chance. A more realistic offer price at present is upwards of £15,000 in tax revenue.

Properties bought by wealthy immigrants must cost at least £175,000 to £200,000 and be of a type not in local demand. Jersey estate agents know which houses are available under this section of the law, and prices can easily go up to £1m and occasionally close to £1m.

To settle in Guernsey one need not be anything like a millionaire. It is sufficient to have £100,000 or so to buy an "open market" house and enough left over to live on. Guernsey's system is to reserve around 1,800 properties, entered on a special register, for occupation quite freely by newcomers. All the remaining flats and houses can be occupied by non-islanders only under licence.

There are usually about

100 "open market" properties up for sale, and prices at present range from £80,000 for a basic semi-detached or terrace town house to £1m upwards for a six-bedroom house in several acres of grounds.

Buyers of such houses can never acquire residential qualifications in the sense of being able to occupy any property they wish in Guernsey; they must stay on the "open market" unless a special dispensation is given on compassionate grounds. Their children, however, become residentially qualified after living in the island for 20 years.

Someone on outside going to work in Guernsey or Jersey must be recognised as "essentially employed" if he is to have a flat or a house of his own, otherwise he has to live in lodgings or staff accommodation. The employer normally makes the application on the grounds that there is no one locally with sufficient experience or skill to fill the post.

In Jersey, the essentially employed are expected to buy properties costing over £60,000 or if they lease, pay at least £30 a week for a flat or £80 for a house. In Guernsey they are allowed to live in higher-priced "local market" houses of over £45 rateable value. This has pushed up the prices of properties over £45 rateable value, which can now cost up to £100,000-£120,000, creating in effect a third market between "local" and "open."

Under Guernsey's latest housing law, essential workers who have held a licence for 15 years acquire residential qualifications, enabling them to move job or home freely.

Jersey grants residential qualifications at present in two stages. Someone who has lived in the island continuously for ten years is allowed to lease a flat or house. After a further ten years he can buy. However, this is in the course of being changed. Except for wealthy immigrants and essential workers, no non-islander who arrived after January 1 1980 will ever acquire residential qualifications, and restrictions are being placed even on those two groups if they obtained housing consents after November 1970.

Alderney and Sark do not have the same restrictions as the larger islands, and there are no significant obstacles to mainlanders settling there apart from the limited number of properties coming on the market.

There have been efforts in Alderney to introduce Guernsey-type housing controls, but the proposal was finally dropped last year as being a "repugnant" infringement of local house-holders' liberty to sell to whom they wished.

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Channel Islands 7

Business advantages vigorously promoted

Attracting Industry
WILLA MURRAY

GUERNSEY has just taken a major step forward in its efforts to broaden the base of its economy and provide job opportunities to replace those lost through decline in the tomato industry.

The island government is to set up a new parliamentary committee, the Board of Trade and Industry, to promote light industry and commerce. It will consist of five local MPs headed by a president, with two members possibly brought in from outside the island's parliament. Until now, promotion and monitoring of both the finance and manufacturing sectors have been carried out by a Department of Commerce and Industry, a sub-committee of Guernsey's advisory and finance committee.

The increasing importance of finance in the island's economy makes it probable that a separate body to deal with this alone will be set up before long, leaving the advisory and finance committees free to carry out what it was originally set up for—supervision of the island's budgetary and legislative policies.

This year Guernsey mounted a vigorous programme in the U.S. to promote the advantages

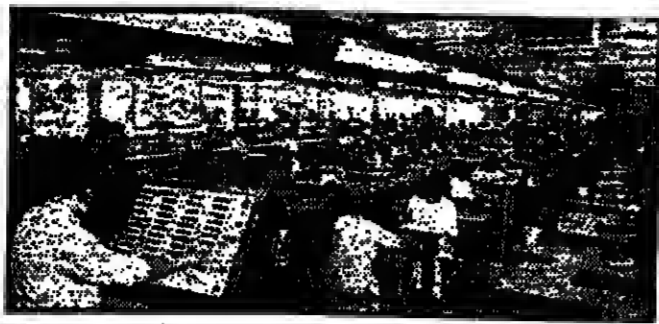
of the island as a base for light industry. A delegation headed by Guernsey's "chancellor," Roydon Falls, paid a nine-day visit last March to Palo Alto in the heart of America's Silicon Valley.

Small units, employing around 30 to 70 staff and manufacturing high value, low volume products such as electronics, are seen as ideally suited to the island.

The ground was prepared for the delegation's visit through advertisements in business journals, direct mail shots and a public relations campaign, which resulted in 1,000 inquiries. Inquiries were followed initially by means of information packs about Guernsey. Interested companies and representatives of the American media were invited to a presentation about the island given in Palo Alto by Mr Falls and his team.

Delegation

Members of the delegation also conducted short informal seminars, fulfilled an intensive schedule of meetings with individual companies, and took part in radio and television business programmes. According to a spokesman for Guernsey's Department of Commerce and Industry, results of the Californian drive have been "very productive." One American company, Koether, which produces electronic equipment used in the food process-



Example of light industry already in Jersey, the knitwear factory of Pierre Sangar.

ing industry, is to start a Guernsey operation in 1985. Negotiations are taking place with two more companies wanting to establish branches by next year in the island, seen by the Americans as a first foothold in Europe.

In 1983, Guernsey's exports from light industry were worth £50m, but the figure for 1984 is expected to top £70m.

Next year's budget for promoting light industry is £335,000 as against £285,000 in 1984, but the rise is largely due to the change in the value of the dollar rather than an increase in appropriation.

The pattern of the successful U.S. campaign is to be repeated in 1985, this time under the aegis of Guernsey's new government committee.

Some of the lessons learned from the American experience—such as the value of luncheon seminars for small groups—will be adapted to promote Guernsey in the UK next year.

Promotion in the UK is aimed chiefly at the small private business. Advertisements in the national press, brochures and back-up information highlight the advantages of Guernsey such as low tax on personal incomes and corporate profits, low

rates on industrial premises, political stability and absence of bureaucracy.

Guernsey also takes part in business exhibitions, and for the third year running supplied financial backing last February to enable six local companies to feature on the island's stand at Birmingham's International Spring Fair.

A separate sum of £8,000 has been allocated by Guernsey's government for an Enterprise Agency run jointly with the Chamber of Commerce.

Jersey's Chamber of Commerce is hoping to introduce an Enterprise Agency early in the New Year. Meanwhile, local businessmen are pleased that the island government has at last decided to set up a special sub-committee to foster the interests of trade, commerce and industry.

But with unemployment running at an annual average of only 0.8 per cent of the 40,000 workforce, authorities in Jersey do not see themselves as being in the business of creating jobs for newcomers.

Exports from manufacturing industries were worth some £26m last year—a figure that has declined since 1980, when it was about £30m.

Celebrations set to boost tourism

Liberation
EDWARD OWEN

EVEN though the event will come nearly a year after the anniversary of the Normandy landings, Channel Islanders are hoping that the week-long celebrations being planned for early May to mark the 40th anniversary of their own liberation from German occupation will attract a lot of outside interest.

A search has started for British ex-servicemen who took part in the liberation, and contacts are being made with towns in the UK that accepted refugee Channel Islanders in 1940.

The celebrations are also expected to prove a tourist attraction. To an extent that sometimes surprises islanders, visitors from the UK maintain an interest in the island's history. The celebrations are also expected to prove a tourist attraction. To an extent that sometimes surprises islanders, visitors from the UK maintain an interest in the island's history.

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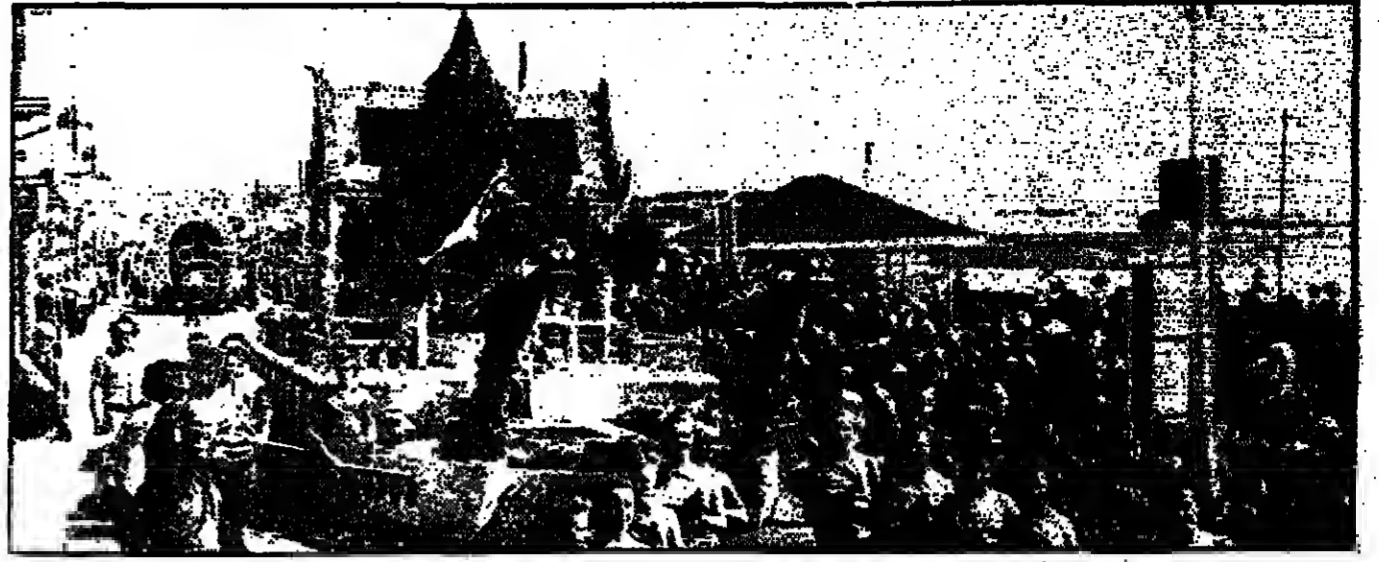
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FT14/12

Channel Islands 8



One of the island's big tourist attractions, Jersey's Battle of the Flowers.

Early bookings lead to optimism

Tourism

EDWARD OWEN

IT IS not just because the BBC has decided to make a fourth series featuring the Jersey detective, Jim Bergerac, that there are cheerful faces in the Channel Islands tourism industry.

Bergerac has certainly been a wonderful boost to business, especially as the series has been widely shown across Europe and around the world.

But since the blue-eyed sleuth and the seascape-scanning TV cameras have so far remained firmly Jersey-based, the other Channel Islands have got little out of the publicity except twigs of envy.

Guernsey's only reply (apart from badges and car stickers saying: "Bergerac takes his holidays in Guernsey") has been its well-publicised Project Papillon butterfly-breeding scheme, which has helped to spread a colourful, carefree image of the island.

The current optimism, shared by all the islands, is due to advance bookings that suggest 1985 is going to be the best tourist season since the recession started to hit business.

There is a feeling that what the Anglo-Norman archipelago has to offer to the British—a passport-free step abroad with no currency worries, clean beaches and familiar food and

English spoken everywhere—is growing demand again. As Senator John Rothwell, president of Jersey's tourism committee, put it: "We are back on course."

It was welcome news in the islands when UK tour operators warned that the prices of Spanish holidays were going to have to go up by as much as 20 per cent next year.

Cheap packages to Mediterranean resorts have been making the Channel Islands look expensive in high street travel agencies—even though, as local tourism officials point out, all the extras such as trips and nights out are much cheaper in Jersey and Guernsey than in Majorca.

The problem has been that the cost of flying by scheduled airline from Britain—still by far the islands' most important tourist market despite inroads into other parts of Europe—has seemed disproportionately high compared with charter-based holidays to more distant places.

As a result of more charter operations, part-charter and bulk carrier deals with the scheduled carriers, and incentive fares for the individual traveller, air holidays in the islands are now beginning to look more competitive.

Local hoteliers have generally accepted that tariff increases must be limited to the rise in the cost of living—which, for 1985, means going up by 8 per cent to 8 per cent. Daily half-board rates with a private bath next season will range

from £12-£14 in April and £15-£18 in July at family hotels up to three times that price at the most expensive establishments.

A few package holidays will actually cost less than in 1984, and more will be going up by anything like as much as the average Spanish holiday.

One of the main tour operators, Galla, has 100,000 holidays on offer to Jersey, Guernsey and Alderney, starting at £80-£70 for seven days and running up to £350-£400 for "elite" hotels in the high season.

In Continental Europe, where Jersey and Guernsey between them are spending about £3m on promotion, the islands' Britishness is one of their attractions, along with their universal appeal as peaceful and pretty offshore playgrounds.

Jersey's annual Good Food Festival always gets its best coverage in France, where the island has gained a reputation as a gastronomic paradise.

Continental European visitors also tend to be rather more interested than the British in the Channel Islands' history and in the surprisingly rich archaeological heritage.

Publicity for the 100th anniversary next year of the death of Victor Hugo, who lived for 20 years in the Channel Islands and whose house in Guernsey is preserved, as he left it, by the City of Paris, will be directed

almost entirely at the French market.

Meanwhile, the islands expect to benefit from the bad publicity certain Mediterranean resorts have been attracting this year because of increasing crime and violence.

While local tourism officials feel it would be unethical to try to make too much capital out of this, they are hoping travel agents will remind clients that the Channel Islands are well-behaved communities where visitors can stroll about quite safely, even at night.



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Jersey

Guernsey



On 11th October, 1984 Lazard Brothers & Co., (Guernsey) Limited was incorporated in Guernsey as a wholly owned subsidiary of Lazard Brothers & Co., Limited. This new bank has been established principally to offer a full range of offshore investment services including sterling and currency deposits, portfolio management and through its own subsidiary, Lazard Brothers Fund Managers (Channel Islands) Limited, the management and administration of open-ended funds.

The first of these was launched on 22nd November, being the Lazard Brothers Currency Reserve Fund Limited, a "roll-up" fund designed to replace the highly successful Lazard Brothers Sterling Reserve Fund Limited.

The new Guernsey operation will be complementary to the business already being carried out in Jersey through Lazard Brothers & Co., (Jersey) Limited. This bank was established in 1976 and has since expanded to provide a wide range of services through its banking, investment and trust/corporate divisions. There are now some 90 people employed in Jersey and total assets under administration exceed £650 million.

Lazard Brothers & Co., (Jersey) Limited,
2-6 Church Street, St. Helier, Jersey, Channel Islands. Telephone: 0534 37361.

Lazard Brothers & Co., (Guernsey) Limited,
16 Gategny Esplanade, St. Peter Port, Guernsey, Channel Islands. Telephone: 0481 21367.

Transport Links

EDWARD OWEN

THE Channel Islands are ending a year of anxiety about their future shipping services with the prospect of soon enjoying the best sea connections they have ever had, to English and French mainlands.

The anxiety was caused by the pending sale of Sealink, the only passenger and car carrier between the islands and the English south coast apart from a small seasonal operation from Torquay.

Often reminded that Sealink's services to Guernsey and Jersey were running at a loss, the island authorities feared that a private owner might drastically reduce winter sailings. Top-level delegations were sent to the Home Office and Sealink's headquarters to try to ensure that this did not happen.

The islands' worst fears seemed to be justified when James B. Sberwood, president of Sealink's new owner, Sea Containers, describing the Channel Islands routes as "the main problem child of the company," made it known that the initial thinking was to turn the overnight Portsmouth service into a freight-only operation and concentrate all the islands' tourist traffic on the cab's daytime sailings from Weymouth.

It was at this point that Brittany Ferries and the Jersey-based Hoellin group, which had for some time been studying the potential for competing with Sealink, disclosed that they had jointly formed a company, Channel Island Ferries, to run a year-round Portsmouth - Jersey - Guernsey passenger, car and freight service.

This news was followed within days by the announcement by Sealink of what it called—rightly, from the islands' standpoint—a "dramatic move."

Far from cutting the islands' services, the company planned to bring a fourth passenger ship into the sector, upgrade the whole fleet at a cost of many millions of pounds, and link Guernsey and Jersey for the first time with Cherbourg, the main ferry service from St. Malo to Jersey since 1977, to introduce direct sailings to Guernsey next season.

The Guernsey-based hydrofoil company, Condor, which has carried nearly 43m passengers on routes linking the islands and St. Malo since it began operations in 1964, is to bring a third vessel into service

Jersey's transport advisory council, called "the best and most varied ferry services we have ever had."

Sealink's boldest innovation is to turn the Portsmouth-Channel Islands overnight crossings into a de luxe "Starliner" service, reducing the number of passengers carried from 1,200 to 400 and putting up fares by over 100 per cent in return for a package that will include dinner, en-suite cabin and full English breakfast.

Two ships, instead of one previously, will operate the Portsmouth service from next April. They are to be the 4,478-ton Earl Granville and the 3,764-ton Earl William—existing Channel Islands ferries that are being handsomely upgraded by yacht interior designer Jon Bannenberg.

The same two ships, with the cabins converted to en-suite day rooms and capacity raised to 600 passengers, will operate year-round daytime services between Portsmouth and Cherbourg and between the French port and the Channel Islands.

For its more popular-priced Weymouth-Channel Islands "Sunliner" service, Sealink is taking the 3,715-ton Ailsa Princess, renamed the Earl Harold, from the Weymouth-Cherbourg run to operate alongside an existing Channel Islands ship, the 3,989-ton Earl Godwin.

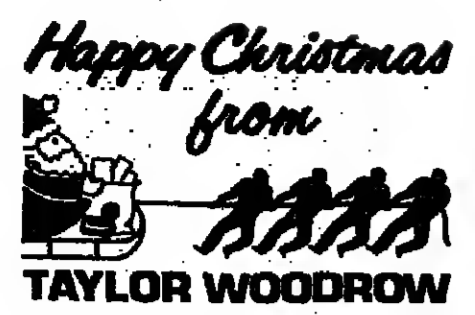
These ferries will serve the islands on a cruise-crossing daytime pattern that will in effect give Guernsey a Weymouth ship to itself.

Channel Island Ferries is to start its sailing on March 29, two days before Sealink changes over to its new pattern of operations. The rival Portsmouth service will run on six days a week throughout the year and on seven days in the tourist season.

The company is to use Brittany Ferries' 4,250-ton Benodet, previously on the Roscoff-Plymouth run, renaming it Corbiere and extensively refurbishing it before it goes back into service.

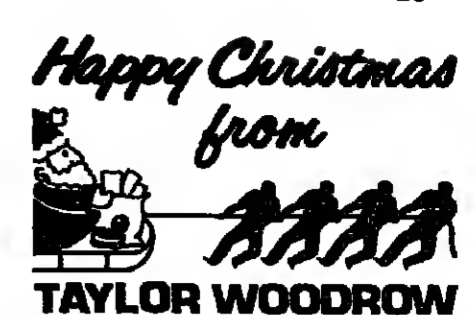
Channel Island Ferries is undercutting Sealink's de luxe rates on the Portsmouth route by around 50 per cent, with basic return fares (seat only) of £48 mid-week in April and May up to £56 at weekends in July and August.

The Cherbourg service will not be the archipelago's only new link with the French coast. The French company, Emeude Ferries, which has run a car ferry service from St. Malo to Jersey since 1977, is to introduce direct sailings to Guernsey next season.



SECTION II - COMPANIES AND MARKETS
FINANCIAL TIMES

Monday December 17 1984



Auction by Sweden highlights shrinking role for Libor

SWEDEN scored another success in the Eurobond market last week when its invitation to banks participating in last summer's \$4bn loan facility to bid for £100m in short-term advances attracted offers totalling £400m.
That was the first time that Sweden has used the advances mechanism to draw on the facility. Although they are short-term borrowings like Eurobonds, which have been used twice previously, the advances are in effect straightforward bank loans that cannot be sold on to non-bank investors in the securities markets.
That made the yield at the auction of special interest to banks anxious to know what price a pure banking transaction for Sweden would fetch. Predictably, the yield was low enough to fuel the dismay of those banks that are growing increasingly concerned over the erosion of margins on credits to top-quality borrowers.
Only eight bids were successful and the average yield was 11.53 basis points over the London interbank bid rate (Libid) for sterling deposits, with the lowest accepted margin 8.25 points and the highest 12.5 points.
Mr Peter Engstrom, head of Sweden's National Debt Office, said on Friday that the result meant an even lower cost of borrowing than Sweden had anticipated; however, it was too early to draw any firm conclusions after the result of one auction.
None the less the auction does appear to confirm one trend that has become apparent over recent months. That is that the London Interbank Offered Rate (Libor) is becoming increasingly irrelevant, at least for deals involving top-rated borrowers. Libor, which is normally 1/2 point higher than Libid, was until this year seen as a rock-bottom reference rate as it was thought more or less to equate with banks' actual cost of funds.
At this point two questions arise. What could possibly replace Libor as a reference rate? How can banks manage to lend at rates lower than Libor without actually incurring a loss?
An answer to the first question could be the total disappearance of bank deposit rates as a yield reference for top quality borrowers in the Eurobond market.
As for the second question, bankers believe that the short-term advance to a country like Sweden is seen by big banks as an alternative to placing surplus funds in the deposit market at, say, Libid itself. A bank which is temporarily long in sterling might find the advance an appropriate place to park its funds while it unwinds the position or looks for a better long-term lending opportunity.
Lloyds Bank International, meanwhile, launched an innovative £15m deal in the form of a five-year facility for the French chemical concern Rhone-Poulenc. This is believed to be the first deal where the acceptances will be sold on a competitive bidding basis to a tender panel of banks. The maximum commission is 15 points, but banks will also receive a 10-point underwriting fee.
It is to be followed in the new year by a similarly structured £20m, three-year deal arranged by S. G. Warburg for the New Zealand Dairy Board. Given Bank of England restrictions this is just about the closest instrument available in sterling to a note issuance facility (NIF). There is still one big difference, however, in that it is a pure banking deal which does not involve non-bank investors.
Samuel Montagu said on Friday that it had completed arrangements to have the £100m credit it was arranging for two Trinidadian borrowers. That had been achieved by dropping one of the borrowers from the deal, which was now to be raised in the name of the country's Methanol company.

EUROBONDS
Novel FRN from Morgan Grenfell takes off

CHRISTMAS is coming, even in the Eurobond market, but syndicate managers were kept on their toes last week by some interesting deals, writes Maggie Urry in London.
Anyone who came back from too good a Christmas lunch on Thursday would have had to look twice at a \$155m floating rate note issue from an unknown borrower priced on fine terms. The issue, lead managed by Morgan Grenfell, took a little explaining.
It was made by a new company called Credit for Exports (CFX), to fund a loan to Brazil; part of the financing of some of that country's trade debts with Britain. That loan is guaranteed by the UK Government's Export Credits Guarantee Department (ECGD). CFX is jointly owned by Morgan Grenfell and a trustee company, Law Debenture Corporation.
If Brazil fails to pay, the ECGD steps in.
Because Credit for Exports has to match exactly its borrowings and loans, the guarantee effectively flows through to investors in the FRN. So for the first time Eurobond investors can buy paper which is almost as good as UK Government debt.
Once syndicate managers caught on the deal started to fly and held above par. No doubt Morgan Grenfell (and its competitors) hope to use the structure again - and there are plenty of countries in Brazil's position.
On Friday afternoon Merrill Lynch launched an issue of 50,000 warrants - without any bonds - for PKBanken. The five-year warrants were priced at \$11 - a much lower price than has been usual in the recent fashion. As a counterbalance

the warrants buy into a seven-year bond with an 11 1/2 per cent coupon. That coupon is a good half point less than PKBanken would have to pay right now if it made a fixed rate issue.
The fixed rate Eurodollar market is slowly digesting a banquet of an issue from Prudential Insurance of America. The total size of the deal topped \$1bo, coming in three tranches. The two-fixed-rate portions were proving easier to swallow than the zero coupon part, but all three should eventually be sold, because of tasty pricing by Salomon brothers.
In months to come the issue may become a benchmark in the market, as its size will ensure good secondary market liquidity.
Meanwhile, it makes it rather tough for any other U.S. corporate to come to the market with a fixed rate deal.
Those considerations do not apply to Japanese borrowers though, and Shikoku Electric Power was able to get away with pricing a \$50m five-year issue with a 11 1/4 per cent coupon. Buying interest from Japan was sufficient to make the deal work.
Shikoku was just one of Nomura International's four deals last week. That house also launched, and twice raised, a dollar floater for Credit Lyonnais, where the Far East was again the target for sales.
Nomura had a tougher time with a couple of Euroyen issues. These rely more on traditional Eurobond borrowers - like the Swiss - and as a result pricing is getting tricky.
Japanese investors prefer sovereign debt to corporate issues. The Swiss like corporates more than sovereigns. Added to that, the pricing of Euroyen and Samurai issues

is diverging, with Euroyen issues with lower coupons.
So Nomura's setting of a 6 1/4 per cent coupon for a Denmark issue, after a 6 1/2 per cent coupon for a United Technologies deal with the same maturity, must have taken some thought.
The Denmark deal took a while to launch and by Friday evening was still not trading actively. Dealers were complaining, however, that it was hard to find a trading level for the United Technologies issue which appeared at the beginning of the week.
The bulldog market has been allowed another issue, now that the British Telecom sale is out of the way. Baring Brothers priced the £100m deal for IADB to take maximum advantage of the tax rules on deep-discounted bonds - which allow a 1/2 per cent uplift a year. The issue has a 30-year life and was priced as close as possible to 85 - at 85.81. That meant a coupon of under 16 per cent - a breakthrough which could attract other borrowers.
The issue was over-subscribed, but a weak gilt market on Friday meant that the bond traded just below the £30 paid level. It stays in that partly-paid form until next June.
The West German issuing banks are giving themselves a good Christmas break. After Friday's DM 100m issue for the European Coal and Steel Community and this week's DM 500m issue for the World Bank there is nothing on the new issue calendar until January 7. Then it is a deal a day for two weeks.
The ECSC issue, lead managed by Dresdner Bank, went well and traded close to the 99 1/2 issue price.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrowers, Amount, Maturity, Av. life, Coupon, Price, Lead Manager, Offer yield. Includes entries for U.S. DOLLARS, AUSTRALIAN DOLLARS, D-MARKS, SWISS FRANCS, STERLING, NORWEGIAN KRONER, etc.

Advertisement for The Kingdom of Belgium Floating Rate Notes Due December 2004. Includes U.S. \$400,000,000 and a list of participating banks such as Kidder, Peabody International, Banque Bruxelles Lambert S.A., etc.

Advertisement for Den norske Creditbank. Includes DnC logo, U.S. \$75,000,000, and a list of participating banks such as Morgan Guaranty Ltd, Bankers Trust International Limited, etc.

INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Speculation mounts of further Fed easing

THE Federal Reserve Board's policy making Federal Open Market Committee (FOMC) meets today and tomorrow against the backdrop of mounting Wall Street speculation about a further easing of monetary policy...

Table with 5 columns: Instrument, Last Friday, 1 week ago, 4 weeks ago, 12-month High/Low. Includes Fed Funds, Treasury bills, Commercial Paper, etc.

Table with 5 columns: Instrument, Last Friday, 1 week ago, 4 weeks ago, 12-month High/Low. Includes Treasury, Financial, Industrial, etc.

Money Quantity: In the week ended December 3 M1 fell by \$7.1bn to \$847.1bn. In November M2 rose by \$28.6bn to \$2,247.2bn and M3 rose by \$28.7bn to \$2,855bn.

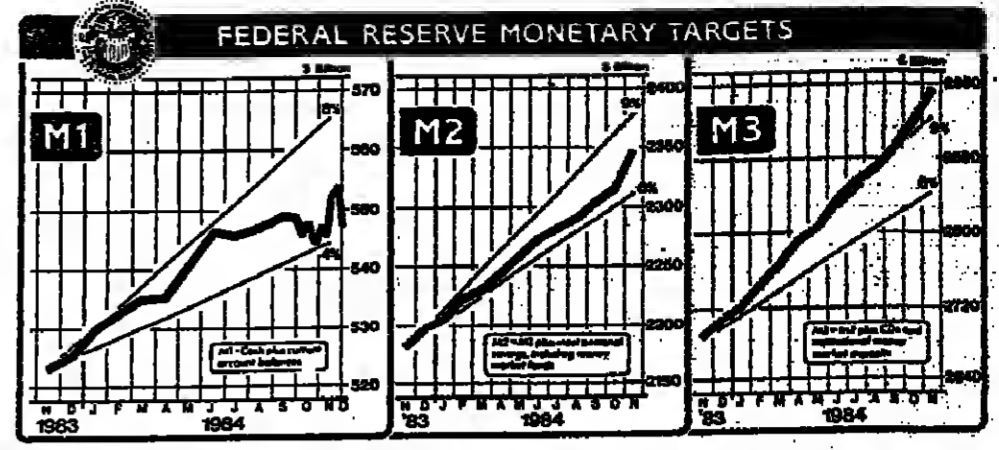
Mr Braverman agrees that "a further Fed easing has begun," citing as evidence the continuing decline in the funds rate and the absence of a Fed operation to drain reserves towards the end of the week.

seasonal dusting-off of crystal balls. Most see higher rates by mid-1985. For the moment, however, the short-term bulls can again count among their number Dr Henry Kaufman, Salomon Brother's chief economist...

in the wake of Treasury Secretary Donald Regan's latest attack on the Fed's "too-tight" money policy and his revelation that a "low-level" Treasury study is underway of a plan that would put the Fed under some sort of Administration control.

independence. On the flip side, the risks appear relatively modest. This week brings another batch of economic numbers including November housing starts tomorrow, the flash fourth quarter GNP estimate, and the revised third-quarter GNP figure on Wednesday, and the November consumer price index on Thursday.

Meanwhile, the Treasury will be back in the markets at the start of the year-end financing round, auctioning \$800 of two-year notes on Wednesday and \$2.5bn of one-year bills on Thursday.



and longest maturity issues respectively, while medium-term notes rose by slightly less. The Treasury long bond closed at 101.1, up 1/4 on the week to yield 11.59 per cent. In the money markets, T-Bill rates followed the funds rate down. The funds rate hit the 8.25 per cent level on Friday while most other short-term rates fell by between 10 and 40 basis points leading to a further 25 basis point widening in the Treasury yield curve to 316 basis points.

UK GILTS

Underlying trend of M3 in doubt

EVERYONE in the gilt-edged market expected last Tuesday's money supply figures to be bad. But a monthly increase in sterling M3 of a size last seen in 1980 when inflation was running at 18 per cent shocked even the most hardened pessimists.

increase of 2.75 per cent, which pushed up the measure's annual growth rate since February to 12.25 per cent. In the event, the money markets remained calm and there was no discernible upward pressure on interest rates.

The trouble with the figures, however, is that although a massive liquidity build-up can be seen in the banking system ahead of the BT issue, it is impossible to judge with any certainty how that affected the different credit counterparts of sterling M3.

The market understandably finds it unconvincing that the authorities are not sure what is happening to the underlying trend of sterling M3. In addition, the picture is not expected to be much clearer until late January, because the money figures for the December banking month just ended will also have been distorted by the BT issue.

Mr Jones says, "The Fed appears to be threatening to cross an important policy threshold. It may be on the verge of moving from passive accommodation to active accommodation. This significant step towards much greater easing would involve a further decline in the Fed's current \$500m target for bank adjustment as well as seasonal borrowings at the discount window."

Mr Braverman agrees that "a further Fed easing has begun," citing as evidence the continuing decline in the funds rate and the absence of a Fed operation to drain reserves towards the end of the week. Indeed a discount rate reduction seems imminent," he says.

Mr Thomas, for example, believes that even without the problems caused by BT the money supply measure would have been right at the top of its 6 to 10 per cent target range. The prospect of substantial gilt sales, he adds, is likely to dampen any rise in the market, while leaving it vulnerable to other adverse influences.

Stephen Lewis of Phillips & Drew also warns that in the past "distortions in sterling M3 have quite often hardened into trends." And investors will be looking very closely at tomorrow's full public sector borrowing requirement figures to see just what is happening to government spending.

Philip Stephens

Advertisement for Credit Suisse First Boston Limited, Kingdom of Sweden. Includes logo, company name, and list of international branches like Amro International Limited, Bank of Tokyo International Limited, etc.

FT/AIBD INTERNATIONAL BOND SERVICE

Large table listing international bonds with columns for Issued, Price, Yield, and other financial metrics. Includes sections for U.S. DOLLAR, EURO DOLLAR, and various international currencies.

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

CORPORATE FINANCE

Dome Petroleum puts creditors on the spot

As a senior official of one Canadian bank puts it, "The underwriters have said its impossible to float an issue. That's the reality, and we have to face up to it."

Further diluting existing shareholders' interests. Both Dome and its bankers are keen to put the refinancing exercise behind them so that the company can get on with running its three core businesses, oil and gas production in Western Canada, natural gas liquids, and contract drilling in the Arctic.

ment will also enable Dome to defer C\$430m of current taxes owed to the Canadian Government. These taxes stem from the company's ambitious acquisition of Hudson's Bay Oil and Gas in 1982—the transaction which led to Dome's near-collapse later that year.

INTERNATIONAL APPOINTMENTS

ITT suspends head of public relations

ITT, the U.S. multinational conglomerate, has suspended Mr Edward Gerrity, its top public relations strategist, dismissed two other public relations officials, and mounted an internal investigation into charges that insiders may have leaked adverse information about the company to the Press.

Dunlop to sell stake in Indian associate

DUNLOP has agreed to sell a quarter of its 40 per cent stake in Dunlop India to two Indian businessmen after months of debate over whether it should dispose of all its shareholding or more take in new partners.

Swedish Match managing director steps down

Mr Gunnar Dahlsten, 58, is resigning from his post as managing director of SWEDISH MATCH with effect from January 10.

Bernard Simon

Belgian zinc smelter deal

BRUSSELS — Vielle Montagne, the Belgian zinc smelter, is to take a 51 per cent stake in Asturienne France. Both companies are associates of Union Miniere.

Armco close to clinching financial disposal

ARMCO, THE diversified U.S. steel and oilfield equipment group, is close to completing the sale of the domestic and international commercial finance and leasing operations, which form part of its loss-making financial services division.

MBB in financing dispute

AMSTERDAM — A dispute with the West German Government over financing guarantees could force Messerschmidt-Bolkow-Blohm (MBB) out of the consortium that is building and marketing the new Fokker F-100 jetliner.

MGM/UA in \$126m share purchase

MGM/UA Entertainment, the U.S. film and entertainment group which is majority-owned by Mr Kirk Kerkorian, the financier, plans to reacquire the 15 per cent of MGM/UA Home Entertainment group it does not own for \$126m.

U.S. \$100,000,000 A/S Eksportfinans

Advertisement for U.S. \$100,000,000 A/S Eksportfinans. Includes details on 13 1/4% Notes Due 1987 with 100,000 Warrants to Purchase U.S. \$100,000,000 13 1/4% Notes Due 1989. Lists participating banks such as Morgan Stanley International, Christiania Bank og Kreditkasse, and others.

Advertisement for U.S. \$360,000,000 A/S Eksportfinans. Includes details on Zero Coupon Notes Due 1994. Lists participating banks such as Morgan Stanley International, Banque Paribas, and others.

BAT in £664m agreed cash offer for Hambro

THE BID by Bat Industries, the tobacco-based conglomerate, for Britain's largest linked-life and financial services group, Hambro Life Assurance, appears comparatively straightforward.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official notices are not available as to whether the dividends are interim or final and the subdivisions shown below are based mainly on last year's time-table.

FUTURE DATES

Table with columns for Company Name, Meeting Date, and Meeting Type (Interim/Final).

TODAY

Interim: Belhaven Brewery, Coffyns, Godfrey Davis, Hampton Gold Mining Areas, Hawdock Europe, May and Maxwell, Scottish and Newcastle Breweries, Stock Conversion and Investment Trust, Finlay, G. T. Asia (Sterling) Fund, Great Western Resources, Pyke Hold-

Midterm fall at Phoenix Timber but interim held

ALTHOUGH first-half profits at Phoenix Timber Group fell by £100,000 to £427,000, chairman Mr Dennis Cook regards the output as satisfactory. The interim dividend is held at 1.5p net.

Kingsley heads for full market listing via £1.5m placing

DEALINGS OPEN next Tuesday in the shares of Kingsley & Forester, a Manchester-based textiles manufacturer and importer.

Ronson International goes into voluntary liquidation

CREDITORS of Ronson International, the failed cigarette manufacturer and accessories group, have agreed to the company going into voluntary liquidation to end 21 years of receivership.

Table of EQUITIES with columns for Stock Name, Price, and Change.

Table of FIXED INTEREST STOCKS with columns for Stock Name, Price, and Change.

Table of RIGHTS OFFERS with columns for Stock Name, Price, and Change.

Table of PENDING DIVIDENDS with columns for Date, Announcement, and Share.

Table of PENDING DIVIDENDS (continued) with columns for Date, Announcement, and Share.

Advertisement for FT International Market Reports, featuring a telephone icon and contact information.

A. Monk falls to £649,000

A Monk & Co., building and civil engineering contractor, suffered a fall in taxable profits from £1.14m to £649,000 in the six months to end-August 1984.

J. Williams cuts losses

John Williams of Cardiff, the steel and foundry group, achieved a sharp reduction in pre-tax losses from £1.6m to £0.27m in the year to September 30, 1984.

FT Share Information

The following securities have been added to the Share Information Service: Addison Communications (Section: Paper, Printing), Alida Holdings (Chemicals), CSX Corporation (Americans), E.R.I.C. (Energy Recovery Inv Corp) (Oil and Gas), Engelhard Corporation (Chemicals), Laser Lab Ltd (Electricals), New Kleinfontein Properties Ltd (South Africans), Wessanen (Koninklijke) N.V. (Food, Groceries).

Advertisement for DAVENPORTS, Master Brewers of the Midlands, including financial results for 1983/84 and 1982/83.

Advertisement for Barclays Bank of Zimbabwe Limited, Grindlays Bank p.l.c. Zimbabwe, and Standard Chartered Bank Zimbabwe Limited.

Advertisement for Centex Corporation, including financial details and contact information for Cazenove & Co.

Advertisement for CENERGY Corporation, including financial details and contact information for Cazenove & Co.

Table of FINANCIAL TIMES STOCK INDICES and LADBROKE INDEX.

Advertisement for RENTALS every WEDNESDAY or SATURDAY, featuring Diane Steward.

Advertisement for Technology for Business plc, featuring Greene & Co.

A reputation built on experience



Lesser wins £11m work

LESSER DESIGN AND BUILD, Toddington, has won contracts totalling more than £11m...

WILLETT, a Trafalgar House company, has a £3.8m contract for the first phase of Norden Road Business Park...

MILLER BUCKLEY CIVIL ENGINEERING has won a land reclamation contract worth over £950,000...

INSURANCE

Conditions improve in reinsurance market

BY JOHN MOORE, CITY CORRESPONDENT

ARE THE world's reinsurers about to enjoy another boom? The signs are that conditions for international risks carriers who specialise in insuring other insurance groups are better now than for some years...

Mr Iles reckons that increases of 20 per cent and more are being quoted on a range of classes of insurance...

BUILDING CONTRACTS

£1bn hospital building plan

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

TAYLOR WOODROW and LAING have both been awarded hospital contracts last week...

Taylor Woodrow Construction (Midlands) has won a £15.6m contract to build the 305-bed fourth phase of the Walsall District General Hospital...

£18m batch for Howard

Contracts with a total value of about £18m have been awarded to JOHN HOWARD & CO and associate companies...

Laing is currently undertaking hospital building work worth a total of £194m...

These include the £18m district general hospital in Telford, Shropshire, scheduled for completion in 1988...

Taylor Woodrow has just completed new district general hospitals in Milton Keynes, North Yorkshire, and Northallerton in Yorkshire...

Redditch Hospital near Birmingham.

Neither Taylor Woodrow nor Laing have specialist hospital building divisions. The hospital contracts are awarded in competitive tender, and the contractors' relevant regional visions compete for the work...

is to be built by Matra Howard Sdn Bhd under a £2m contract. Work starts shortly...

Orders worth £5m have been won by ROSSER & RUSSELL. These include a £364,000 order at Bakers Hall, Harp Lane in the City...

conditioning and plumbing for a refurbishment by Wates Development of this 1960's office block. Work is due for completion in November 1985...

LOVELL has won contracts totalling £1.6m. Largest is for six industrial units on the former printing works site of Hazzell Watson and Viney in Aylesbury...

TODAY

Commons: Private members' motion until 7 pm: then motions on Merchant Shipping (Limit Conferrals) Order and Appropriation (No 3) (Northern Ireland) Order...

TOMORROW

Commons: Estimates Day: Class IV, Vote 5 (Industrial support, Department of Energy)...

This week in Parliament

Winter Supplementary Estimates, Motion on the Industrial Training Levy (Continuation) Order, Debate on EEC documents on transport...

Manufacturers Federation

Private Bill Committee—Dartmoor Commons (Room 5, 10.30 am), Unopposed Bills—Alexandre Park and Palace (Room 8, 4 pm).

WEDNESDAY

Commons: Motion for the Christmas return, and the Christmas Fund Bill, Lords: Short debate on Parliamentary role at House of Lords...

FRIDAY

Commons: House will pass for Christmas adjournment until Wednesday, January 9 1985.

WEEK'S FINANCIAL DIARY

The following is a record of the principal business and financial engagements during the week. The board meeting dates are not always available...

- BOARD MEETINGS—British Airline, British Airways, British Petroleum, British Telecommunications, British Telecom, British Waterways, British Wool, British Wool Marketing Board, British Wool Textiles, British Wool Textiles Marketing Board, British Wool Textiles Marketing Board, British Wool Textiles Marketing Board...

- Dividend & Interest Payments—Allied Irish Banks, Anglo-Irish, Anglo-Norfolk, Anglo-Saxon, Anglo-Spanish, Anglo-Swiss, Anglo-Turkish, Anglo-Venezuela, Anglo-Zanzibar, Anglo-Zimbabwe, Anglo-Zimbabwe, Anglo-Zimbabwe, Anglo-Zimbabwe...

AB SVENSK EXPORTKREDIT (SWEDISH EXPORT CREDIT CORPORATION) U.S.\$100,000,000 12 3/4 per cent Notes due 1991 with 100,000 Warrants to subscribe U.S.\$100,000,000 12 3/4 per cent Notes due 1991

The East Asiatic Company Ltd. A/S (A/S Det Østasiatiske Kompagni) Copenhagen, Denmark DM 100,000,000 7 1/2% Deutsche Mark Bearer Bonds of 1984/1991

The Gillette Company Gillette Capital Corporation Boston, Massachusetts DM 125,000,000 7% Bearer Bonds of 1984/1991

Closing prices, December 14

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table containing stock prices, organized into columns with headers like '12 Month High', 'Low', 'Stock', 'Div. Yld.', 'P/E', '100s High', 'Low', 'Open', 'Close', 'Change', 'Prev. Close'. Includes sub-sections for 'C-C-C', 'D-D-D', 'K-K-K', 'L-L-L', 'H-H-H', 'F-F-F', 'M-M-M', 'O-O-O'.

Continued on Page 25

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AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices, December 14

Table of American Stock Exchange Composite Closing Prices for December 14, 1984. Columns include 12 Month High/Low, Stock Name, Dividend Yield, P/E Ratio, and Price. Includes sub-sections for various sectors like Chemicals, Electronics, and Energy.

Continued on Page 26

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Table of New York Stock Exchange Composite Closing Prices for December 14, 1984. Columns include 12 Month High/Low, Stock Name, Dividend Yield, P/E Ratio, and Price. Includes sub-sections for various sectors like Chemicals, Electronics, and Energy.

Continued on Page 26

ENERGY REVIEW every Wednesday in the Financial Times

WORLD STOCK MARKETS

OVER-THE-COUNTER

Nasdaq national market, closing prices prices, December 14

Table of stock prices for various companies, including columns for stock name, price, and change. Includes sub-sections for C-C, D-D, E-E, F-F, G-G, H-H, I-I, J-J, K-K, L-L, M-M, N-N, O-O, P-P, Q-Q, R-R, S-S, T-T, U-U, V-V, W-W, X-X, Y-Y, Z-Z.

CANADA

TORONTO

Closing prices December 14

Table of stock prices for various Canadian companies, including columns for stock name, price, and change.

AUSTRIA

SWITZERLAND

Table of stock prices for various Austrian and Swiss companies, including columns for stock name, price, and change.

FRANCE

GERMANY

Table of stock prices for various French and German companies, including columns for stock name, price, and change.

NETHERLANDS

BELGIUM/LUXEMBOURG

Table of stock prices for various Dutch, Belgian, and Luxembourg companies, including columns for stock name, price, and change.

DENMARK

SPAIN

Table of stock prices for various Danish and Spanish companies, including columns for stock name, price, and change.

ITALY

NORWAY

Table of stock prices for various Italian and Norwegian companies, including columns for stock name, price, and change.

NETHERLANDS

NETHERLANDS

Table of stock prices for various Dutch companies, including columns for stock name, price, and change.

NETHERLANDS

NETHERLANDS

Table of stock prices for various Dutch companies, including columns for stock name, price, and change.

NETHERLANDS

NETHERLANDS

Table of stock prices for various Dutch companies, including columns for stock name, price, and change.

AMERICAN STOCK EXCHANGE CLOSING PRICES

Table of American stock exchange closing prices, including columns for stock name, price, and change.

Continued on Page 27

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WORLD VALUE OF THE POUND every Tuesday in the Financial Times

INTERNATIONAL CAPITAL MARKETS

Indices

NEW YORK DOW JONES
Dec. 14 Dec. 15 Dec. 16 Dec. 17 High Low High Low
Industrial 1178.51 1178.51 1178.51 1178.51 41.88

STANDARD AND POORS
Dec. 14 Dec. 15 Dec. 16 Dec. 17 High Low High Low
Indust. 181.58 180.87 181.68 182.51 129.06

N.Y.S.E. ALL COMMON
Dec. 14 Dec. 15 Dec. 16 Dec. 17 High Low High Low
Dec. 14 Dec. 15 Dec. 16 Dec. 17 High Low High Low

TORONTO
Dec. 14 Dec. 15 Dec. 16 Dec. 17 High Low High Low
Metals & Minerals 1858.7 1852.6 1851.6 1871.8 2594.4

NEW YORK ACTIVE STOCKS
Friday Stocks Closing on traded price day
AT & T 1,902.00 186.00 +

FRANCE
CAC General (19/12/83) 190.7 188.9 188.3 181.9 183.9 (37/10) 156.5 (5/1)
GERMANY
FAZ Aktien (11/12/83) 875.28 884.58 875.10 875.70 872.44 (14/12) 817.17 (25/7)

*Saturday December 8: Japan Nikkei-Dow (c). TSE (c). Base values of all indices are 100 except Australia All Ordinary and Metals-500, NYSE All Common-50, Standard and Poors-10, and Toronto Composite and Metals-1,000.

OVER-THE-COUNTER

Continued from Page 26

Stock Sales (thous) High Low Last Day
K-L
KLM 12 17 5 5 5 +
KLM 12 17 5 5 5 +

L-M
LDB 269 8 7 7 7 +
LDB 269 8 7 7 7 +

M-N
MCI 135 6 5 5 5 +
MCI 135 6 5 5 5 +

O-P
OCC 116 2 2 2 2 +
OCC 116 2 2 2 2 +

OVER-THE-COUNTER

Stock Sales (thous) High Low Last Day
Q-R
QCC 116 2 2 2 2 +
QCC 116 2 2 2 2 +

S-T
SAC 3 2 2 2 2 +
SAC 3 2 2 2 2 +

U-V
UCC 116 2 2 2 2 +
UCC 116 2 2 2 2 +

W-X
WCC 116 2 2 2 2 +
WCC 116 2 2 2 2 +

OVER-THE-COUNTER

Stock Sales (thous) High Low Last Day
Y-Z
YCC 116 2 2 2 2 +
YCC 116 2 2 2 2 +

AA-AB
AAC 116 2 2 2 2 +
AAC 116 2 2 2 2 +

AC-AD
ACC 116 2 2 2 2 +
ACC 116 2 2 2 2 +

AE-AF
ACE 116 2 2 2 2 +
ACE 116 2 2 2 2 +

OVER-THE-COUNTER

Stock Sales (thous) High Low Last Day
AG-AH
ACE 116 2 2 2 2 +
ACE 116 2 2 2 2 +

AI-AJ
ACE 116 2 2 2 2 +
ACE 116 2 2 2 2 +

AK-AL
ACE 116 2 2 2 2 +
ACE 116 2 2 2 2 +

AM-AN
ACE 116 2 2 2 2 +
ACE 116 2 2 2 2 +

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Specialists to the specialists

When you are pioneering new techniques you need the best advice, the best equipment, the best team and the best detailed research so that you can be confident that when conditions and emotions are stretched beyond all normal limits you can be assured that every contingency has been examined and tested by experts, in the whole scientific involvement.

At DSM, one of Europe's leading chemical companies, we have been overcoming seemingly insurmountable problems in 120 countries for many years. Ours, too, is a demanding world where skill and innovation can sway the balance of life. Only the very best is good enough when you are specialists to the specialists.



The DSM group with sales of more than £5 billion is made up of six divisions Fertiliser Division, Chemical Products Division, Polymers and Hydrocarbons Division, Resins Division, Energy Division, Plastic Products Division.

Chemicals and plastics: DSM UK Ltd., Kingfisher House, Kingfisher Walk, Redditch, Worcestershire B97 4EZ, tel. 0527-68254, telex 339661 Fertilisers: UKF Fertilisers Ltd., Ince, Chester CH2 4LB, tel. Helshby (09282) 2777, telex 627407 To find out how much more we do, write to DSM, Public Relations and Publicity Department, PO Box 65, 6400 AB Heerlen, The Netherlands

28 AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trst Mngs, Allianz Unit Trst, and others, with columns for name, manager, and performance metrics.

FT UNIT TRUST INFORMATION SERVICE

Large table providing detailed information for various unit trusts, including names like Key Fund Managers, Perpetual Unit Trust, and others, with columns for name, manager, and performance.

Table listing various insurance companies and their services, including City of Westminster Assurance, General Fidelity Life, and others, with columns for name and contact information.

F.T. CROSSWORD PUZZLE NO. 5,597

- ACROSS
1 Account about Sydney for example (6)
4 Percentage paid by buyer is swindle at dance (5)
10 Tolerate is getting confused in school (7)
11 Tumbler broken by tip-cart (7)
12 Extinct bird tried initially to reach ditch (4)
13 Change at Preston—time to reach dissenter (10)
15 Artist is at home with this fruit (6)
16 Devout chaps to obtain all-spice (7)
20 Performer gives no trace (7)
21 Celebrity and companion have a stuffer (6)
24 In a word, no vice (10)
26 Be careful about personality (4)
28 Rough outline provides purification (7)
29 Taking head off ornamental plant—it's painful (7)
30 Climber gets a record in first (8)
31 Go without clothes? (6)
DOWN
1 Got up with Martha's sister to find Herb (8)
2 Turning of the hand downwards by expert people (9)
3 Genuine old Spanish coin (4)
5 Striking way to tear and surpass (6)

Grid for the crossword puzzle with numbers 1 through 31 indicating the starting positions for the clues.

Table listing various unit trusts and their managers, including Midland Bank Group, National Provident, and others, with columns for name, manager, and performance.

Table listing various insurance companies and their services, including AA Friendly Society, Allianz, and others, with columns for name and contact information.

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INSURANCE, OVERSEAS & MONEY FUNDS

Table of insurance and overseas funds including Liberty Life Assurance Co Ltd, National Provident Institution, and various international investment funds.

Table of insurance and overseas funds including Sava & Pomeroy, Target Life Assurance Co Ltd, and various international investment funds.

Table of insurance and overseas funds including CAL Investments (IOM) Ltd, Salford Henderson Mgmt Ltd, and various international investment funds.

Table of money market and bank accounts including Midland Bank, Suninvest (Jersey) Ltd, and various international bank services.

OFFSHORE AND OVERSEAS

Table of offshore and overseas funds including Artibeus Investment Fund SA, Adig Investment, and various international investment funds.

Money Market

Table of money market data including various bank rates and interest rates.

Trust Funds

Table of trust funds including The Money Market, Nom Apr Int Cr Notice, and various international trust services.

Money Market

Table of money market data including various bank rates and interest rates.

Bank Accounts

Table of bank accounts including various international bank services and account details.

WOLSELEY HUGHES
From Truro to Texas
We're growing
from strength to strength
Plumbing and Heating supplies in the UK and U.S.
Agricultural Machinery, Engineering, Plastics.

FT LONDON SHARE INFORMATION SERVICE

HOTELS—Continued

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

INDUSTRIALS (Miscel.)

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

ENGINEERING—Continued

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

FODD, GROCERIES, ETC

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

DRAPERY & STORES—Cont.

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

ENGINEERING

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

BEERS, WINES—Cont.

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

DRAPERY AND STORES

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

AMERICANS

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

BANKS, HP AND LEASING

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

BRITISH FUNDS

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

BEERS, WINES AND SPIRITS

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

CANADIANS

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

CHEMICALS, PLASTICS

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

CONSTRUCTION

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

COMMODITY

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

COMMONWEALTH AND AFRICAN LANS

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

FINANCIAL

Company	Share	Price	Low	High	Yield
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0
Accor	100	120	115	125	8.0

Journalist

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Financial Times Monday December 17 1984

INDUSTRIALS—Continued

Table of industrial stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

LEISURE—Continued

Table of leisure stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

PROPERTY—Continued

Table of property stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

INVESTMENT TRUSTS—Cont.

Table of investment trusts including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

OIL AND GAS—Continued

Table of oil and gas stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

Ultranor Energetic logo and branding.

MINES—Continued

Table of mining stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

MOTORS, AIRCRAFT TRADES

Table of motor and aircraft trade stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

Commercial Vehicles

Table of commercial vehicle stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

SHIPPING

Table of shipping stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

SHOES AND LEATHER

Table of shoes and leather stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

OVERSEAS TRADERS

Table of overseas trader stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

PLANTATIONS

Table of plantation stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

INSURANCES

Table of insurance stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

PROPERTY

Table of property stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

FINANCE, LAND, ETC

Table of finance, land, and other stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

MINES

Table of mining stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

REGIONAL & IRISH STOCKS

Table of regional and Irish stocks including companies like British Airways, British Petroleum, and British Telecom, with columns for stock price, last price, and change.

Notes and miscellaneous information at the bottom of the page, including company announcements and market commentary.

CURRENCIES, MONEY and CAPITAL MARKETS

FINANCIAL FUTURES

FOREIGN EXCHANGES

Lethargy, but a few surprises

BY COLIN MILLHAM

The foreign exchange market showed signs of awakening from its end of year lethargy at one time on Friday morning, but the end decided the effort was too much, and fell back to sleep. The stimulus was provided by two surprising figures, but since those there was a tendency to cancel each other out, and the bout of activity soon came to an end.

A rise of 1.8 per cent in November U.S. retail sales, compared with an expected figure of 0.5 per cent, led to demand for the dollar, pushing it above the recent trading range of DM 3.07 to DM 3.10 in New York on Thursday. The German Bund, Frankfurt was reported to have intervened on the open market Friday morning to stem any further rise, but by this time the market was already beginning to react to the much larger than anticipated fall in weekly M1 money supply.

Thoughts of lower interest rates and easier Federal Reserve monetary policy on the back of the money supply announcement were countered by indications that the economy is on the move again, following the retail sales announcement, and in the absence of any more data to confirm trends the dollar drifted down gradually to close little changed on the week.

On the other hand U.S. industrial production was published on Friday, and were regarded as rather high, rising by 0.5 per cent in the month, and the first increase since July. November production was much as expected, rising 0.4 per cent in the month.

November after two months of decline.

These U.S. statistics were the only highlight of a very dull week.

Sterling weakened slightly, losing 1 cent on the week to f614 at \$1.930, but showing like change in terms of other major currencies. Oil remained the major factor, and the low level of North Sea crude on the spot market when compared with contract prices. This led to expectations the British National Oil Corporation will be forced to lower its price, possibly provoking a price war.

STERLING EXCHANGE RATE INDEX

(Bank of England)	Dec 15 Previous	Dec 14	Previous
8.30 am	743	743	743
9.00 am	743	743	743
10.00 am	743	743	743
11.00 am	743	743	743
12.00 pm	743	743	743
1.00 pm	743	743	743
2.00 pm	743	743	743
3.00 pm	743	743	743
4.00 pm	743	743	743

\$ in New York

	Dec 14	Prev. close
8 spot	\$1.9241	\$1.9200
1 month	\$1.9241	\$1.9200
3 months	\$1.9241	\$1.9200
6 months	\$1.9241	\$1.9200
12 months	\$1.9241	\$1.9200

FORWARD RATES AGAINST STERLING

	Spot	1 month	3 months	6 months	12 months
D-Mark	1.930	1.932	1.933	1.934	1.935
French Franc	2.200	2.205	2.210	2.215	2.220
Italian Lira	200	202	204	206	208
Swiss Franc	2.075	2.080	2.085	2.090	2.095
Yen	236	237	238	239	240

BANK OF ENGLAND TREASURY BILL TENDER

Bills on offer	\$100m	\$100m	Top Accepted rate of discount	\$100m	Dec. 14	Dec. 7
Total of applications	\$446.60m	\$275.00m	9.00%	\$100m	9.10%	9.10%
Minimum	\$100m	\$100m	9.00%	\$100m	9.00%	9.00%
Accepted bill	\$27.7m	\$27.7m	at next tender	\$100m	\$100m	\$100m
Allotment at minimum level	0%	3%				

DOLLAR SPOT—FORWARD AGAINST DOLLAR

Dec 14	Day's spread	Close	One month	Three months	% p.a.
UK	1.925-1.926	1.925	0.10-0.07c pm	0.25-0.15 pm	0.55
France	1.930-1.931	1.930	0.10-0.07c pm	0.25-0.15 pm	0.55
Germany	1.935-1.936	1.935	0.10-0.07c pm	0.25-0.15 pm	0.55
Italy	1.940-1.941	1.940	0.10-0.07c pm	0.25-0.15 pm	0.55
Spain	1.945-1.946	1.945	0.10-0.07c pm	0.25-0.15 pm	0.55
Netherlands	1.950-1.951	1.950	0.10-0.07c pm	0.25-0.15 pm	0.55
Sweden	1.955-1.956	1.955	0.10-0.07c pm	0.25-0.15 pm	0.55
Belgium	1.960-1.961	1.960	0.10-0.07c pm	0.25-0.15 pm	0.55
Australia	1.965-1.966	1.965	0.10-0.07c pm	0.25-0.15 pm	0.55
New Zealand	1.970-1.971	1.970	0.10-0.07c pm	0.25-0.15 pm	0.55
South Africa	1.975-1.976	1.975	0.10-0.07c pm	0.25-0.15 pm	0.55
Japan	1.980-1.981	1.980	0.10-0.07c pm	0.25-0.15 pm	0.55
India	1.985-1.986	1.985	0.10-0.07c pm	0.25-0.15 pm	0.55
Singapore	1.990-1.991	1.990	0.10-0.07c pm	0.25-0.15 pm	0.55
Hong Kong	1.995-1.996	1.995	0.10-0.07c pm	0.25-0.15 pm	0.55
Philippines	2.000-2.001	2.000	0.10-0.07c pm	0.25-0.15 pm	0.55
Malaysia	2.005-2.006	2.005	0.10-0.07c pm	0.25-0.15 pm	0.55
Thailand	2.010-2.011	2.010	0.10-0.07c pm	0.25-0.15 pm	0.55
Indonesia	2.015-2.016	2.015	0.10-0.07c pm	0.25-0.15 pm	0.55
Sri Lanka	2.020-2.021	2.020	0.10-0.07c pm	0.25-0.15 pm	0.55
Burma	2.025-2.026	2.025	0.10-0.07c pm	0.25-0.15 pm	0.55
Myanmar	2.030-2.031	2.030	0.10-0.07c pm	0.25-0.15 pm	0.55
Brunei	2.035-2.036	2.035	0.10-0.07c pm	0.25-0.15 pm	0.55
Singapore	2.040-2.041	2.040	0.10-0.07c pm	0.25-0.15 pm	0.55
Malaysia	2.045-2.046	2.045	0.10-0.07c pm	0.25-0.15 pm	0.55
Thailand	2.050-2.051	2.050	0.10-0.07c pm	0.25-0.15 pm	0.55
Indonesia	2.055-2.056	2.055	0.10-0.07c pm	0.25-0.15 pm	0.55
Sri Lanka	2.060-2.061	2.060	0.10-0.07c pm	0.25-0.15 pm	0.55
Burma	2.065-2.066	2.065	0.10-0.07c pm	0.25-0.15 pm	0.55
Myanmar	2.070-2.071	2.070	0.10-0.07c pm	0.25-0.15 pm	0.55
Brunei	2.075-2.076	2.075	0.10-0.07c pm	0.25-0.15 pm	0.55

OTHER CURRENCIES

Dec. 14	\$	£	Note Rates
Argentina Peso	189.79-189.03	158.45	159.56
Australia Dollar	1.4250-1.4250	1.0000	1.0000
Brazil Cruzeiro	5.5000-5.5000	1.0000	1.0000
Canada Dollar	0.7450-0.7450	0.6950	0.6950
Denmark Krone	7.4562-7.4562	6.4400	6.4400
Finland Markka	4.8000-4.8000	2.5000	2.5000
French Franc	6.5595-6.5595	5.4763	5.4763
German Mark	2.3363-2.3363	1.9363	1.9363
Grp Drachma	350.0000-350.0000	1.9500	1.9500
Hong Kong Dollar	7.8000-7.8000	0.9750	0.9750
Indian Rupee	11.1100	0.2100	0.2100
Indonesia Rupiah	1,650.0000-1,650.0000	1.7000	1.7000
Japanese Yen	160.0000-160.0000	1.3700	1.3700
Korea Won	200.0000-200.0000	0.0200	0.0200
Malaysian Ringgit	2.3300-2.3300	0.4700	0.4700
Netherlands Guilder	3.7600-3.7600	3.0000	3.0000
Norway Krona	4.7500-4.7500	0.5000	0.5000
Portugal Escudo	200.0000-200.0000	200.0000	200.0000
South African Rand	2.0000-2.0000	1.5000	1.5000
Sri Lanka Rupee	1.2500-1.2500	0.1100	0.1100
Singapore Dollar	1.3500-1.3500	1.1500	1.1500
Taiwan Dollar	20.0000-20.0000	2.0000	2.0000
Thailand Baht	5.0000-5.0000	0.0500	0.0500
Yen	110.0000-110.0000	0.9400	0.9400

CURRENCY MOVEMENTS CURRENCY RATES

Dec. 14	Bank of England	Morgan Guaranty	Change	Dec. 13	Bank of England	Morgan Guaranty	Change
Australia	1.4250	1.4250	+0.00	1.4250	1.4250	0.00	
Canada	0.7450	0.7450	+0.00	0.7450	0.7450	0.00	
France	6.5595	6.5595	+0.00	6.5595	6.5595	0.00	
Germany	2.3363	2.3363	+0.00	2.3363	2.3363	0.00	
Italy	1.9400	1.9400	+0.00	1.9400	1.9400	0.00	
Japan	160.0000	160.0000	+0.00	160.0000	160.0000	0.00	
UK	1.0000	1.0000	+0.00	1.0000	1.0000	0.00	
USA	1.0000	1.0000	+0.00	1.0000	1.0000	0.00	

EMS EUROPEAN CURRENCY UNIT RATES

	U.S. dollar	% change	Central	% change	Overage
Belgian Franc	44.8000	+0.00	44.8000	+0.00	-21.6228
German Mark	2.3363	+0.00	2.3363	+0.00	-21.6228
French Franc	6.5595	+0.00	6.5595	+0.00	-21.6228
Dutch Guilder	3.7600	+0.00	3.7600	+0.00	-21.6228
Italian Lira	1936.27	+0.00	1936.27	+0.00	-21.6228
Spanish Peseta	166.64	+0.00	166.64	+0.00	-21.6228
Portuguese Escudo	200.00	+0.00	200.00	+0.00	-21.6228
Greek Drachma	350.00	+0.00	350.00	+0.00	-21.6228
Irish Punt	7.8000	+0.00	7.8000	+0.00	-21.6228
Yen	160.00	+0.00	160.00	+0.00	-21.6228
Australian Dollar	1.4250	+0.00	1.4250	+0.00	-21.6228
New Zealand Dollar	0.7450	+0.00	0.7450	+0.00	-21.6228

EXCHANGE CROSS RATES

Dec. 13	£	US Dollar	Deutsche M	Japanese Yen	French Franc	Swiss Franc	Dutch Guilder	Italian Lira	Canada Dollar	Belgian Franc
Pound Sterling	1.0000	1.9363	3.7600	160.0000	6.5595	1.9363	3.7600	1936.2700	0.7450	6.5595
US Dollar	0.5165	1.0000	2.0063	109.4000	3.3956	0.6724	3.7600	2663.7000	1.2890	6.5595
Deutsche Mark	0.2675	0.5037	1.0000	340.7500	1.5276	0.1806	1.0000	1936.2700	1.3553	6.5595
Japanese Yen	0.0062	0.0091	0.0029	1.0000	2.5360	0.0074	2.5360	1.0000	1.3553	6.5595
French Franc	0.1530	0.2288	0.1530	0.1530	1.0000	0.1530	1.0000	166.6400	0.1530	1.0000
Swiss Franc	0.5933	0.8912	0.5933	0.5933	0.5933	1.0000	0.5933	2.0000	0.5933	1.0000
Dutch Guilder	0.1012	0.1620	0.1012	0.1012	0.1012	0.1012	1.0000	3.7600	0.1012	1.0000
Italian Lira	0.0005	0.0008	0.0005	0.0005	0.0005	0.0005	0.0005	1.0000	0.0005	1.0000
Canada Dollar	0.7000	1.3500	0.7000	0.7000	0.7000	0.7000	0.7000	1.0000	0.7000	1.0000
Belgian Franc	0.1530	0.2288	0.1530	0.1530	0.1530	0.1530	0.1530	0.1530	1.0000	1.0000

EURO-CURRENCY INTEREST RATES (Market closing rates)

Dec. 14	sterling	U.S. Dollar	Canadian Dollar	Dutch Guilder	Swiss Franc	D-Mark	French Franc	Italian Lira	Belgian Franc	Yen	Danish Krone
Short term	8 1/4	9 1/4-9 3/4	9 1/4-10 1/4	9 1/4-9 3/4	11 1/2-11 3/4	9 1/4-9 3/4	10 1/2-11 1/4	14 1/2-15 1/2	10 1/2-11 1/4	11 1/2-11 3/4	11 1/2-11 3/4
One month	8 3/4	9 1/4-9 3/4	9 1/4-10 1/4	9 1/4-9 3/4	11 1/2-11 3/4	9 1/4-9 3/4	10 1/2-11 1/4	14 1/2-15 1/2	10 1/2-11 1/4	11 1/2-11 3/4	11 1/2-11 3/4
Three months	8 1/2	9 1/4-9 3/4	9 1/4-10 1/4	9 1/4-9 3/4	11 1/2-11 3/4	9 1/4-9 3/4	10 1/2-11 1/4	14 1/2-15 1/2	10 1/2-11 1/4	11 1/2-11 3/4	11 1/2-11 3/4
Six months	8 1/4	9 1/4-9 3/4	9 1/4-10 1/4	9 1/4-9 3/4	11 1/2-11 3/4	9 1/4-9 3/4	10 1/2-11 1/4	14 1/2-15 1/2	10 1/2-11 1/4	11 1/2-11 3/4	11 1/2-11 3/4
One year	8 1/2	9 1/4-9 3/4	9 1/4-10 1/4	9 1/4-9 3/4	11 1/2-11 3/4	9 1/4-9 3/4	10 1/2-11 1/4	14 1/2-15 1/2	10 1/2-11 1/4	11 1/2-11 3/4	11 1/2-11 3/4

MONEY MARKETS

Money supply figures on both sides of the Atlantic produced little in the few areas of interest in very quiet financial markets last week.

A rise of 2.7 per cent in sterling M1 money supply was well above expectations, but had more of a depressing influence on the gilt market and gilt futures than the London money market. An increase of around 1.5 per cent had been anticipated, but the end the figures proved very difficult for the market to analyse, because of the distortion caused

different reaction. After two weeks of increase M1 was expected to fall. Market estimates suggested a decline of about \$2.5bn at the beginning of the week, but this was revised to around \$3.5bn a day or so before the figures were released on Thursday. The announced fall of \$7.1bn added some seasonal cheer to the credit markets in New York and London, which had earlier reacted unfavourably to the larger than expected increase in U.S. retail sales in November.

There was a fairly optimistic tone to the markets as the week ended, leading to the possibility of a cut in the Federal Reserve's discount rate, encouraged by the relatively low level of U.S. bank borrowings and by a softening of the Federal funds overnight rate.

It may be unwise to expect too much from this quarter however, particularly as money supply is expected to return to an upward course this week, and the latest figures on the economy have indicated that growth may be accelerating after a marked slowdown in the last few months.

MONETARY RATES

Dec. 14	Frankfurt	Paris	Zurich	Amsterdam	Tokyo	Milan	Brussels	Osbun
Overnight	5.40-5.60							